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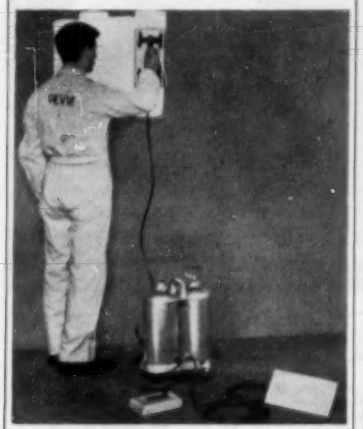

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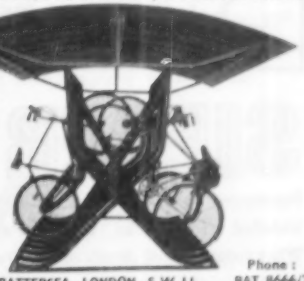

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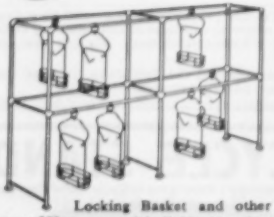

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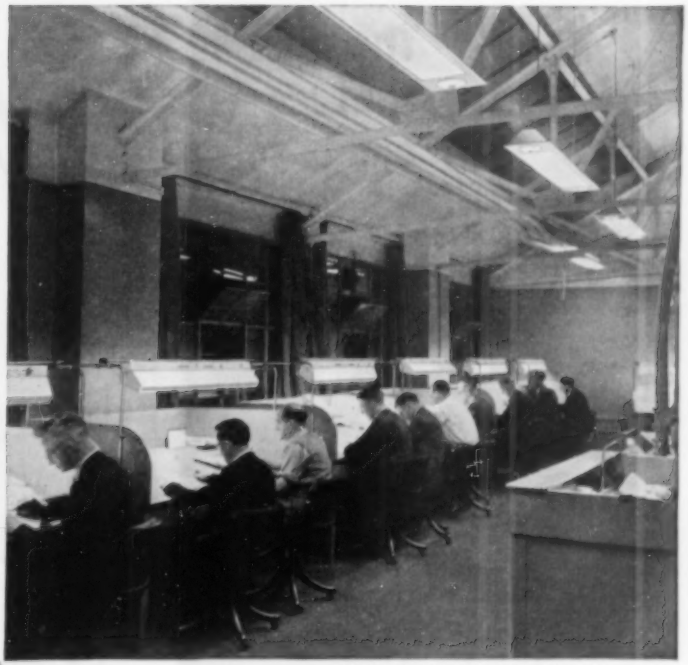

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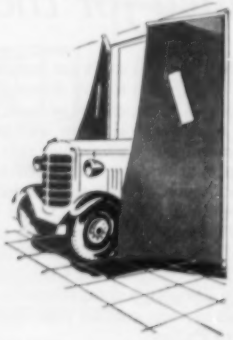

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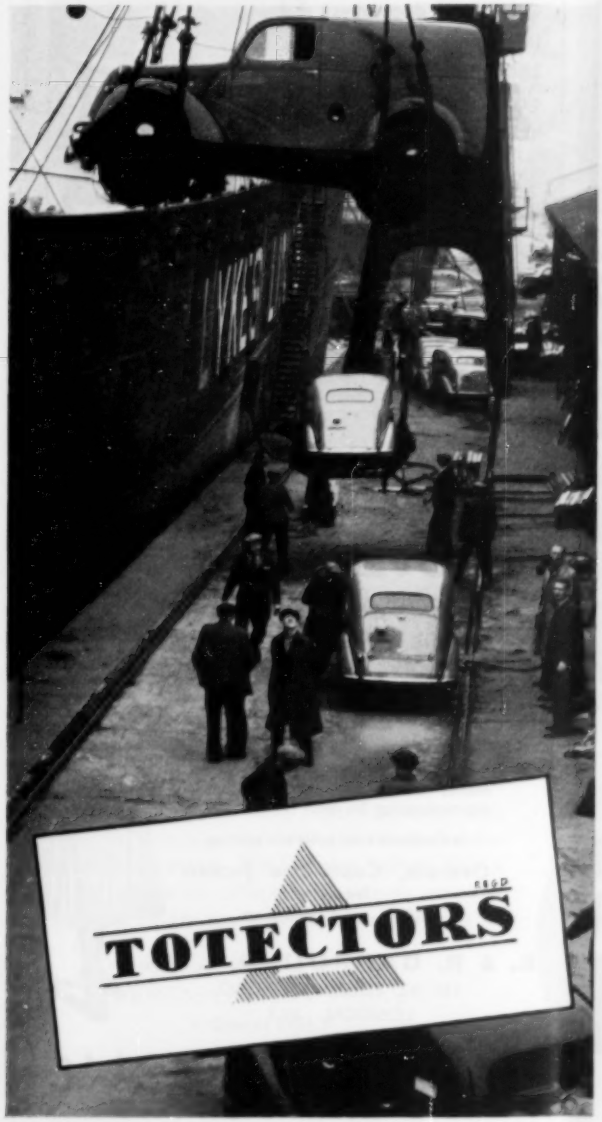

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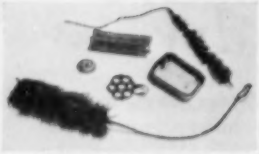

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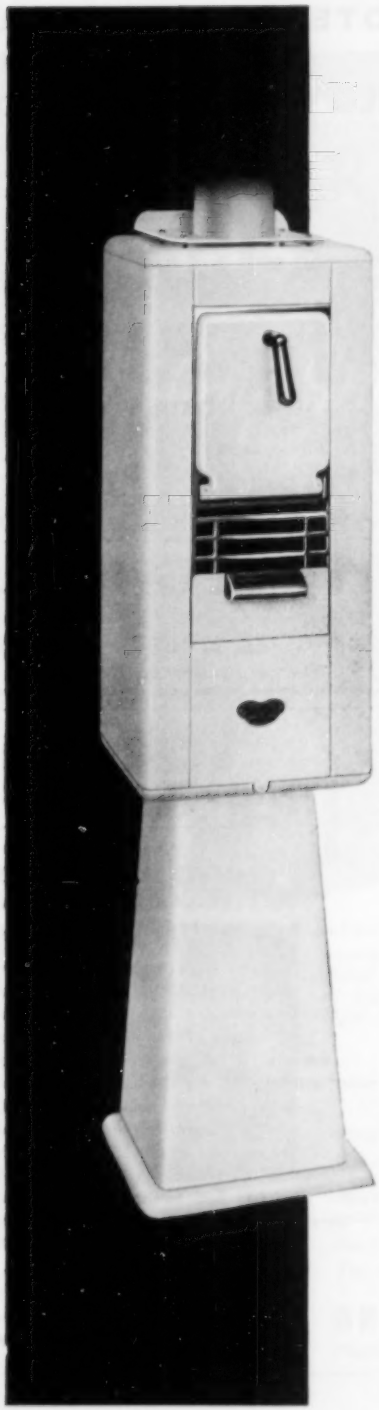

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Principles and Practice
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Safety Sheet

for their protective face shields in their vast iron foundry in Landore

Operating a pneumatic grinder for the removal of metallic scale from the inside of Ingot Mould Casting.

Cleaning out Slag Tap-hole of a Cupola Furnace used for the melting of Pig Iron.

ABOVE
Operating a pneumatic chisel for the removal of metal fins from an Ingot Mould casting.

'Celastoid' transparent safety sheet is crystal-clear. It is tough. It is shatterproof. It has just those qualities that make it the choice of men who have to work close to danger in perfect safety. It moulds easily to shape. For visors, for goggles, for machine-guards, for protective sheeting of all kinds, 'Celastoid' has proved it can take it.

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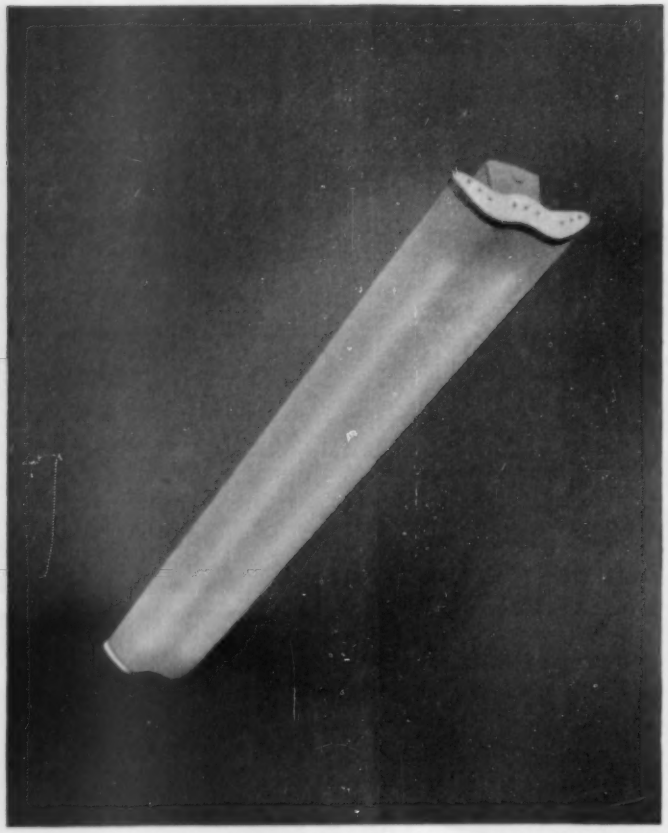

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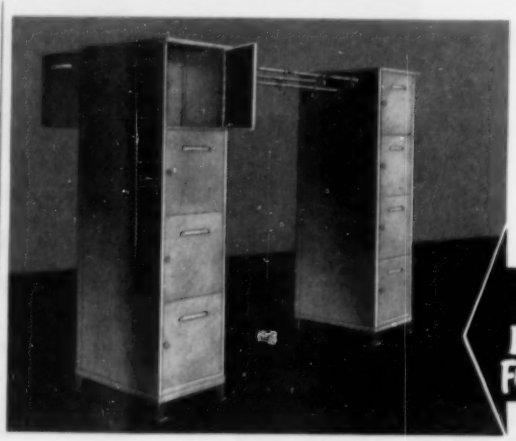

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Our representative is at your service at all times. A call in person, by 'phone or by letter will bring him to you immediately.

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...in fact, the tone of the whole firm has improved since we used the **SKETCHLEY Overall Service."**

Many business executives say the same. They appreciate the importance of uniform clothing in the factory and offices, and a service which supplies, cleans and repairs garments, giving protection and ensuring hygiene.

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The Sketchley Overall Service, for a small weekly charge, provides new overalls in a wide range of styles for both men and women, cleans them weekly, repairs them when required, and replaces the overalls as they become worn out.

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Save time . . . send up output

Management and staff alike benefit at once by the introduction of Coca-Cola self-service coolers, close by the factory bench or office desk. This means employees can get instant refreshment ice-cold and a welcome lift—without time wasted at all—and so increase productivity all round.

Quick refreshment for your staff

Free installation

Coca-Cola self-service coolers are installed entirely free of charge. They are coin-operated, and every bottle sold brings in profit for your firm or Welfare Fund.

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PERSONNEL MANAGEMENT
& INDUSTRIAL EQUIPMENT
SAFETY • HEALTH • WELFARE • CANTEEN

Here is the story of how Ford's of Dagenham brought a new look to their Suggestions Scheme and so captured and retained employee interest. The revised scheme has now been going for nine months and ideas continue to come in at the steady average of 100 a week. The firm has done this not only by making the cash rewards worth the trouble but also through an intelligent approach to the planning of the scheme. Workers are helped where necessary to set out their ideas and they know that every suggestion is considered thoroughly. The benefit is two-fold: management makes long-term economies and the worker feels that he is taking a real part in the firm's affairs.

How to Succeed With a Suggestions Scheme

By SHIRLEY MEREDEEN

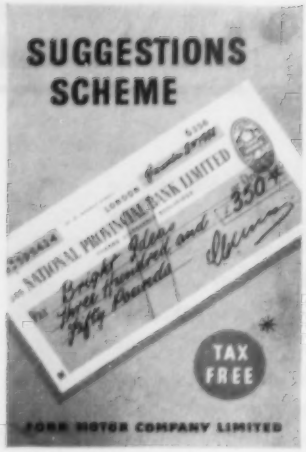
SUGGESTIONS schemes come and suggestions schemes go, but the one now in operation at the *Ford Motor Company Limited*, Dagenham, looks as if it is going to stay. Prior to March of this year there existed at *Ford's* a suggestions scheme which attracted little attention. Since that date the scheme has undergone such transformation that it little resembles the old one, either in methods or results.

The process of rejuvenation has also given a new zest to employees who responded during the first two months of the scheme by producing the well-nigh phenomenal number of 2,000 suggestions. Even from a firm of such proportions as *Ford's* a response from one person in 25 in the first two months is remarkable. Since those first few hectic months the rush has settled down to a steady average of 100 suggestions per week. It is estimated that by the end of this month, that is in the first nine months of the scheme, 4,500 will have been received and over £5,000 awarded. There must be few firms who can boast of such a large sign of employee interest.

How was this transformation brought about? There are three main reasons: by the reward offered, by planning an intelligent approach to employees, and by good organisation. Under the previous scheme the average award was worth much less than the present top limit which has been raised to £350. Not only is this paid in cash, but it is also tax-free. There are few who can resist the temptation of winning such a prize.

It was on Friday, March 25, 1955, that the new suggestions scheme was announced. A booklet was distributed describing how the suggestions scheme worked and inviting people to submit their ideas. They were told to think along these lines: "If the factory belonged to me and it was my responsibility to operate the business efficiently, would I change to-day's methods of procedure in any way?"

A maintenance chargehand won £50 for thinking up this piece of equipment which simplifies the fitting of new or re-dressed grinding wheels by altering the balance of the girder carrying the wheels. This prevents the shaft from tipping when one is removed.



The front cover of the Suggestions Scheme booklet goes straight to the point. £350—no less—is the top award.

Could they make a suggestion that would:—

Improve manufacturing methods.
Save labour, material or supplies.
Improve stock-handling methods.
Prevent waste or scrap.
Improve the quality of the product without increasing the cost.
Increase the efficiency of machinery.
Eliminate unnecessary records, data or equipment.
Improve office systems or records.
Reduce tool wear or breakage, or
Increase safety.

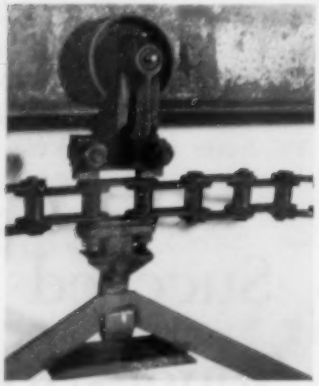
Tying up with this booklet an announcement in the weekly *Ford Works News* gave details of the first awards under the new scheme. They ranged from £155 to £5 and the distribution of £900 to 16 employees caused quite a stir. Interest has since been maintained by the announcements of awards in the *News* and by posters put on works notice boards.

These are the apparent results. What of the organisation? To cope with the tremendous intake of suggestions a full-time office staff was recruited under the direction of the Suggestions Scheme Officer, Mr. R. A. Shepherd, who is a member of the Personnel Department, and who also acts as secretary to the Suggestions Scheme Committee. It is to this office that the 100 suggestions come each week and here is discharged all the administrative work of the scheme. The method of working roughly falls into five stages:—

1. The Decision To Make A Suggestion.

The person with a suggestion applies to his foreman, supervisor or to the

This idea earned £88 for a maintenance fitter. A bracket bolted below the two pendulum bolts on the monorail core conveyor prevents them dropping out if they break. Previously cores were often damaged in this way.



Suggestions Scheme Office for a specified form. On this he makes his suggestion, shows how it could be applied and contrasts it with the method in operation at the time. If he finds difficulty in expressing his idea, he is encouraged to go along to the office where he can obtain all the help he needs. The new method gives the suggester time to take his form home, think it out carefully and present his point in the most explicit way. When the form is completed he posts it in the provided prepaid envelope, either through the factory postal system or through the Post Office. This is in strong contrast to the old method whereby suggestion boxes dotted throughout the factory disclosed, when emptied, nails, cigarette boxes, etc., occasionally a dirty scrap of paper with words of abuse and, less frequently, an even grubbier scrap of paper carrying a suggestion.

2. Receipt Of The Form By The Suggestions Scheme Office.

Here the suggestion becomes an anonymous reference number. It is codified according to the type of operation and department, acknowledged, checked for duplication with other ideas already received. It is then copied on to an investigation report and any diagrams photostated so that all the original papers remain in the office for permanent reference and safe keeping.

3. Consideration By Investigating Committee.

Each suggestion is passed from the receiving office to the technical departments concerned. Their reports go to the Suggestions Scheme Committee which consists of the personnel

How This Suggestions Scheme Works

1. *The approach to employees is intelligent, the organisation is thorough and the rewards substantial.*
2. *The present top limit is £350 payable in cash and tax-free.*
3. *Each employee is given a booklet suggesting the lines along which he should develop his ideas.*
4. *Suggestions are dealt with by a full-time office staff under a Suggestions Scheme Officer.*
5. *Specified suggestion forms are issued to workers on application.*
6. *Help in expressing ideas is given by the Suggestions Scheme Office.*
7. *Once made, the suggestion becomes an anonymous reference number. It is copied on to an investigation report and all diagrams photostated.*
8. *Each suggestion is passed to the technical departments concerned whose reports go to a Suggestions Scheme Committee.*
9. *If a suggestion is turned down, a personal letter explaining all the reasons why is sent to the originator. Everyone has the right of appeal.*
10. *Sometimes, when a suggestion cannot be taken up, encouragement awards are given.*

Posters advertising the suggestions scheme, of which these are examples, form the centre of all notice-boards throughout the factory.

manager as chairman and seven other members of departmental head status who represent a fairly wide cross-section of the company's activities (with the emphasis on the technical side).

If after careful consideration by this committee it is felt that the suggestion does not qualify for an award it is rejected.

This is the trickiest stage of the procedure in the suggestions scheme. The wording of the letter of rejection must give a full explanation of the reasons and must be put in such a way as to encourage the person to try again. Each letter is individually written and signed for, as Mr. Shepherd says, "The person whose suggestion is accepted does not mind how he is told, but the one whose idea is rejected needs a full explanation."

All those whose ideas are not adopted have the right of appeal against the decision. Only a few people have yet done so, but of these one person's idea was accepted on reconsideration. And sometimes, in the light of changed circumstances, a suggestion not previously suitable may be reconsidered at a later date.

4. Suggestion Put Into Operation.

If, on the other hand, the suggestion is thought practicable, it is put into testing operation on the floor of the shop. A careful watch is made on it for quality in operation. At the same time the job is costed and it is on this assessment of savings in labour, materials, power, etc., that the recommendation for an award depends, for an award is calculated on the value of the savings in material and labour for the first two months of operation, up to a maximum of £350.

5. The Suggester Receives His Reward.

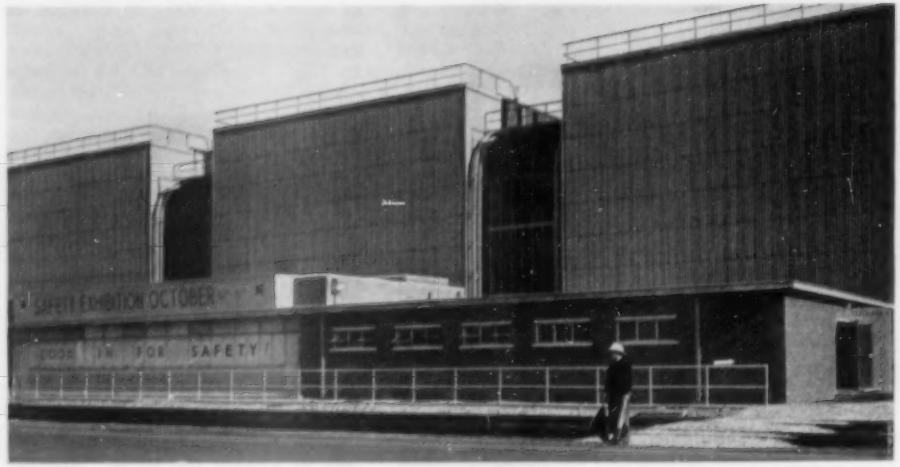
With such an enormous intake, and because of the care taken in investigating each suggestion, some delay before finalising a suggestion is inevitable. The committee is most careful not to come to a decision until it is satisfied that all sources of expert opinion have been tapped. Successful suggesters, however, do not object to this waiting period.

As has already been stated, since the new scheme has been in operation, awards have been made to the value of more than £5,000. In October an award of £345 was made, which exceeded the previous highest award by £70. Since then there have been several other awards of over £200. Several people whose suggestions could not be put into operation for reasons out of their control were given encouragement awards. In some cases it is difficult to estimate the value of an award. Here, where the suggestion concerns safety, for example, *Ford's* favour the employee in calculating the award. There is no limit to the number of suggestions one person can make, and so far a few people have had more than one award.

Many of the best ideas so far submitted, as in all things, have been simple. One person suggested that a certain screw was unnecessarily long for the particular job. The remedy was to shorten the screw. Another person recommended that a certain part of engines being packed for export was being needlessly dismantled. It was suggested that this part should be left on. Time and packaging expenses were considerably reduced and the £155 awarded went towards a family continental holiday.

What is the value of this scheme? Is it monetary or otherwise? To whom is it more valuable? The firm certainly makes long-term savings by the application of these new ideas but, more important, perhaps, is the worker satisfaction involved. A real feeling of participation in the firm's affairs makes a worker proud of his firm and, consequently, he is more likely to be trustworthy, reliable and loyal.

A simple adjustment to a foundry operation earned Mr. R. R. Lovatt (*right*) the first award of £345. He is seen here receiving his cheque from Mr. M. J. Healey, manager, foundry operations (*left*) with Mr. T. Foley, general superintendent looking on.



Look in the better to look out! The safety exhibition is staged in such a position that none can claim it was awkward to reach or that they didn't know it was on.

"PERSONNEL MANAGEMENT" PICTURE STORY

LOOK OUT for SAFETY!

By ROBERT McKINNON

MANNEQUINS modelling protective clothing, films, posters, statistics—all helped to make a real success of the safety exhibition staged in October by the *Steel Company of Wales, Ltd.*, at their Port Talbot works. The exhibition was opened by Sir George Barnett, H.M. Chief Inspector of Factories, who stressed that, humanitarian grounds apart, accident prevention was of vital social and economic importance.

"**A recent attempt to assess the loss arising from all industrial injuries**", he said, "**factories, mines, transport, etc., gave a figure of 20,000,000 man-days lost per year, or approximately the equivalent of 60,000 workers off every day.**"

As part of a campaign to reduce the accident rate in the plant it was hoped that the exhibition would arouse renewed interest in the programme of activities of the welfare officers and the Central Executive Accident Prevention Committee. This programme includes talks on accident prevention, a scheme whereby new recruits undergo safety training, and publicity in local buses as well as in the company's own transport vehicles.

The theme of the exhibition was "Look Out For Safety" and with this in mind exhibits by commercial firms and employees themselves dealt, in different ways, with the most important aspects of accident prevention in the plant and the home. The commercial exhibits showed displays of the most modern protective clothing, gloves, footwear and special breathing apparatus, while the stands run by employees featured eye protection, safety helmets, electrical hazards, competitions and suggestions.

The exhibition tried to emphasise the necessity for personal protection and that accident prevention is both a corporate and an individual responsibility. Employees were also encouraged to report dangers and submit safety suggestions for which rewards will be payable through the Suggestions Scheme.

Puppet exhortations. Three talking models—a policeman, a fiddler and a dog—hold brief conversations on safety every few minutes.

FIRE LOSS IN BRITAIN HAS BEEN AS
HIGH AS £22,000,000 (EXCLUDING
LOSS OF PRODUCTION) AND COST 955 LIVES
IN ONE YEAR. MANY OF THESE FIRES WERE
CAUSED BY
THIS
IT STRIKES ME
SAFETY PAYS
BE ALIVE TO DANGER FROM FIRE

The high price of fire. Statistics drive home the message.

Prize-winning entries chosen from a recent works competition on safety poster design. Employees were encouraged to send their ideas to the Suggestions Scheme after touring the exhibition.

In the home and in the works ! Electrical hazards are common to both. The home section shows examples of faulty wiring and equipment not properly earthed. The industrial section shows how and how not to carry out electrical repairs.

London Conference On Safer Working

"SAFETY is part of the business of production"; "The safe factory is the efficient factory"; "The prevention of accidents is part of good management." These statements were made by Sir Walter Monckton, Minister of Labour and National Service, at the London Industrial Accident Prevention Group's Conference held recently in the Guildhall.

Sir Walter expressed his concern at the high rate of accidents to young people in industry and recommended that all training schemes should include safety instruction. He also stressed the importance of considering safety and health when designing buildings, machinery and plant. This point of taking safety back to the drawing board was also mentioned by another speaker, Sir Ewart Smith, deputy chairman of *Imperial Chemical Industries Ltd.*, who said: "It is easier to rub out mistakes with a rubber than with a concrete breaker and hospital treatment."

He also spoke of the rate of improvement in industrial accidents in this country and the United States. In America, where there are less statutory regulations than in England, the accident rate, in many cases, is lower. This he attributed to the attitude of management. He instanced one case where the president of a very large concern had every accident reported to him as it occurred. Sir Ewart felt that if management in this country had a similar arrangement they would soon become aware of the necessity for preventive action. He went on to say "The average man in his working life works for about 100,000 hours. A frequency rate of 1.0 means a lost-time accident once a lifetime. Moreover, fatal accidents occur in nearly constant proportion to lost-time accidents, and the frequency rate is therefore most significant. The Factory Inspector's report shows an average reduction in the rate between 1947 and 1953 of 3.9 per cent compound interest a year (in factories only), down to 1.1. Productivity in manufacturing industry has risen at roughly the same rate of compound interest."

"The fixing of a target figure is an important step in reducing the number of accidents, because appreciable improvement can only be made by positive steps, vigorously taken. Management, workpeople and the community at large have a common interest. Every man must be encouraged to think of himself as, in one sense, a manager, with a vital part to play. The chain of responsibility is strengthened, in the best practice, by regular discussion meetings at all levels, conducted by line managers—an essential feature—with safety officers in support."

Problems of safety in the building industry were dealt with by Mr. P. E. Trench, managing director of *Bovis Ltd.* He said that safety should not be a responsibility, added as an afterthought, of the personnel officer, but the job of a man skilled in the subject. Trade unions, he said, have a responsibility to train their members in safety, for in the building industry, where the majority of workers are casual labourers, employees do not stay long enough in one firm to be impressed by its attitude to safety.

Other points mentioned during the conference were those of increased accident frequency at the end of working periods and as a result of bonus working, the need for adequate safety clothing and the influence of accidents on morale.

Dr. Vivian Fuchs (*right*) leader of the coming trans-Antarctic expedition and Dr. Allan Rogers, the expedition's medical officer, wear masks as they tour the Liverpool plant of **Evans Medical Supplies** to check up on equipment being donated by the firm. The girl in the centre is making ampoules for the expedition.

MOBILE PROPAGANDA

THIS striking mobile display was erected at *Henry Simon (Engineering Works) Ltd.*, Cheadle Heath, Stockport, as part of their National Safety Week campaign.

The display was designed and produced by the advertising department, who used cut-outs treated with fluorescent paint in brilliant colours to highlight the items of safety equipment available to workers. Posters were displayed on mobile cranes as well as at static sites throughout the factory.

In the lunch hour, workers heard a

tape recorded message inviting them to take part in a safety slogan competition sponsored by the works safety committee, for which cash prizes will be awarded.

Horror propaganda was *out*. The safety record at the *Henry Simon* works is an excellent one; the accident rate has been more than halved over the last nine years.

So the workers heard a tribute to their co-operation in using safety equipment, in securing prompt treatment at the firm's modern health department and in reporting risky working methods to shop stewards and supervisors.

Dangerous Locks

BOYS who wore long coats, long sleeves and long hair in factories were asking for trouble, said the president of the St. John Ambulance Association when he addressed the Birmingham Junior Industrial Safety Group recently.

"Watch your ties and shoes and don't wear a ring if you are working on machines and presses." He also advised girls in factories to be careful about bracelets, necklaces and loose clothes, and to keep their curls inside their caps. "We love your curls, but we do want to see them on your head at the end of your day's work."

* * *

A safety slogan brought to the Safety First Committee by a member of the works shows the outlook which the Committee seeks to encourage:

"The folks want you home tonight.
We want you here tomorrow.
The Hospital doesn't want you at all.
BE CAREFUL."

(Spreadnet.)

Whenever you think of

COLOUR

(To say nothing of hygiene and lower maintenance costs) think of . . .

...FORMICA

LAMINATED PLASTIC REGD.

Beautiful, hard-wearing 'FORMICA' surfaces will brighten your business outlook . . .

AVAILABLE IN OVER 40 COLOURS

Wherever food is packed, sold, cooked or served, you need *hygienic, labour-saving, colourful* 'FORMICA' Laminated Plastic.

HYGIENIC! . . . because 'FORMICA' surfaces are non-porous. They win the approval of Clean Food Authorities since they cannot harbour dirt or germs.

LABOUR-SAVING! . . . because 'FORMICA' surfaces cannot stain in normal use and come clean with the wipe of a damp cloth. *They will cut your cleaning and maintenance costs drastically.*

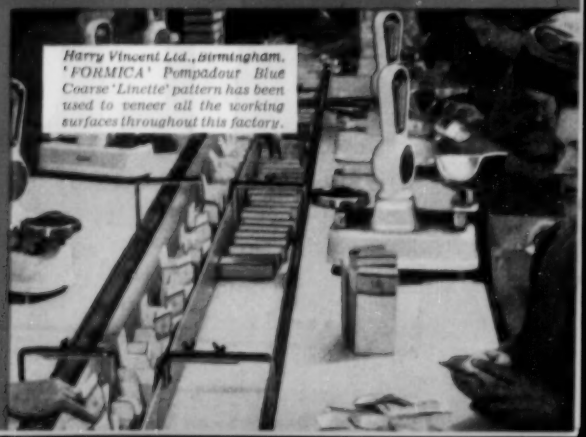
COLOURFUL! . . . because 'FORMICA' surfaces are available in over 40 wonderful colours—the largest colour range of any laminated plastic in the world. The range includes many beautiful woodgrains which are ideal for restaurant tables and panelling.

Managements find that these cheerful, colourful 'FORMICA' surfaces raise the morale of staff and attract customers too. They *look* as hygienic as they are, and there are colours and patterns to suit any decoration scheme. You can choose from the many 'Linette' patterns (an attractive linen finish in pale pastels) . . . the striking 'Capri' range (attractive modern mosaic designs) . . . the many rich, deep 'Softglow' shades . . . and the beautiful Onyx designs. These latter have the look of marble and are perfect for counter tops in shops and stores.

THE COLOUR RANGE INCLUDES:—

BUFF 'LINETTE'
GREEN 'LINETTE'
BLUE 'LINETTE'
PINK 'LINETTE'
GREY 'LINETTE'
CORINTH RED 'LINETTE'
CREAM COARSE 'LINETTE'
POMPADOUR BLUE COARSE 'LINETTE'
WHITE GOLD COARSE 'LINETTE'
OPALINE GREEN COARSE 'LINETTE'
GREEN ONYX
BLUE ONYX
GREY ONYX
BUFF ONYX
RED ONYX
SCARLET RED 'SOFTGLOW'
STEEL BLUE 'SOFTGLOW'
AMULET GREEN 'SOFTGLOW'
IVORY 'SOFTGLOW'
OPALINE GREEN 'SOFTGLOW'
DOVE GREY 'SOFTGLOW'
PRIMROSE 'SOFTGLOW'
CORINTH PINK 'SOFTGLOW'
SKY BLUE 'SOFTGLOW'
BLACK
BLEACHED MAHOGANY
BIRD'S EYE MAPLE
STRAIGHT GRAINED WALNUT
PRIMA VERA LUXWOOD
LIGHT MAHOGANY LUXWOOD
BLEACHED GREY LUXWOOD
MEDIUM MAHOGANY LUXWOOD
PRIMROSE 'CAPRI'
RED 'CAPRI'
CHARCOAL 'CAPRI'
GREY 'CAPRI'
SPRUCE 'CAPRI'
COCOA 'CAPRI'

The Ford Motor Company Ltd., Dagenham. Wall panelling in Bird's Eye Maple 'FORMICA' pattern. Bar Front in Straight Grain Walnut 'FORMICA' pattern.



Harry Vincent Ltd., Birmingham. 'FORMICA' Pompadour Blue Coarse 'Linette' pattern has been used to veneer all the working surfaces throughout this factory.

Imperial Chemical Industries. The Refectory at I.C.I. House, Millbank, showing tables veneered with Buff 'Linette' 'FORMICA' Laminated Plastic.

Spear Bros. & Clark Ltd., Bristol. In this factory, 'FORMICA' Green 'Linette' pattern has been used to veneer all surfaces of the work tables (even the legs) thus ensuring complete hygiene.

CANTEENS... FACTORIES... SHOPS ...STORES... RESTAURANTS

FORMICA
LAMINATED PLASTIC

it is now much easier to obtain . . .

There has recently been a very great increase in the number of Approved Distributors of 'FORMICA' Laminated Plastic throughout Britain. Whatever your requirements—whether for counter tops, shelves, tables or panelling, in restaurants, stores or factories—these Distributors will be pleased to give advice and supply all the 'FORMICA' material you need.

will cost you less than ever before . . .

The cost of 'FORMICA' installations is far less than you think . . . and now *less than ever before* because of the price reduction earlier this year.

and will prove a lasting investment

'FORMICA' surfaces have a cost per year of service which is lower than that of any known material. Once they are fixed, they cannot chip or crack, and they are heat-resistant up to 266°F. *In fact, you will find your 'FORMICA' installation a permanent investment.* Not only will it greatly reduce your cleaning and maintenance costs but it will remove the need for re-decoration throughout years and years of service!

How to get and fit FORMICA

If you have a major project on hand, get in touch with the Distributor nearest to you. If you wish to do the job yourself and only need a sheet or two for a few counter tops you will find what you want at any good hardware store or builders' merchant. 'FORMICA' panels can be easily and quickly fitted provided the simple instructions are followed and the De La Rue Domestic Adhesive is used.

FREE If you will send your business card to Thomas De La Rue & Co. Ltd. we will send you full information and if you wish, the name and address of your nearest 'FORMICA' expert.

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The Manager And The Boffin

By A SPECIAL CORRESPONDENT

THE choice of "The Impact of Science on Management in the Future" by the British Institute of Management as the theme for its annual conference at Harrogate last month was a fortunate one as managers had already had plenty earlier this year to make them science-conscious about the future. There was the Production Engineers' conference on "Automation" at Margate which drew the curtain aside for many on the shape of the factory to come, and there was the international conference on the peaceful uses of atomic energy at Geneva.

"If man's appetite for gadgets continues to grow at its present rate, an increase of 350 per cent of to-day's industrial output will be needed by the year 2000", said Sir Harold Hartley, scientist and industrialist, opening the BIM conference. And outlining a conservative estimate of world needs by that time, Sir Harold said they would demand an increase of at least two-thirds of our present food production. Such are the targets for management aided by scientists, technologists and engineers, and the responsibility for transferring the discoveries made in laboratories and workshops to the production floors, to farms and to mines, rests on the shoulders of management.

The quickening tempo of scientific developments calls for a re-appraisal of a large part of management tasks in the light of new products and processes, the search for new tools, new techniques of retailing, recruitment and training of managers, and cybernetics—the new science of control in man and in the machine.

At one meeting the all important question was posed by Mr. R. Craig Wood whether nuclear power, electronic computers and automation created a basically different situation for management. He said he regarded the changing situation as "phase two" of the same old industrial revolution. Phase one was the process of mechanisation—the application of power through machines to replace muscles. In phase two we took the process a stage further, developing machines which in addition to supplying power had the means of becoming self-motivating. The basic conception of automation was the feedback into a self-regulating mechanism. While the thermostat had been doing that for generations, with electronics and other devices, self-motivation could be applied to a vast range of industrial processes. The manager of the future would be increasingly surrounded by a technologically dynamic environment. But in all these developments the manager would not need to be a technological wizard—what would be required would be better human management.

Sir Geoffrey Vickers speaking on "Cybernetics and the Management of Men" said that engineers make machines which can control themselves and each other. These machines "appreciate the situation", measure the divergence from what ought to be and adapt their behaviour accordingly. In this they behave like men whom they excel in accuracy though not in variety of response. Following academic interest in automation doctors and psychologists found the ingenious electronic circuits and self-regulating feedback mechanisms analogous to the operations of the central nervous system in man. When, for example, man is cold, a feedback mechanism in his brain directs him to shiver to increase the amount of heat in his body.

Sir Geoffrey discussed the essential elements in an automation circuit: prediction, information, measurement, coding, communication, response and co-ordination. In devising controlled systems the engineer must devise indices which reflect sensitive change to critical variables and arrange for these to trigger off compensating action. Managers, too, need indices which will measure deviation from an appointed path and cybernetic principles throw some light on human relations. A machine, for instance, cannot differentiate between an "instruction" and an "order"—but in some business organisations where it is accepted that the chain of command should carry information upwards as well as orders downwards, the difference between an order and an instruction tends to be exaggerated.

"There is no difference between 'information' and 'order'. We shall do well to regard organisations as structures of feedback rather than structures of authority", said Sir Geoffrey.

In all the discussions which presupposed additional responsibilities on managers in the future it was repeatedly emphasised that more far-reaching decisions during the transition to automation would be necessary, and far more concentrated preparatory work in market research and the testing of prototypes before full integrated automatic factories could be designed.

It was a sensible idea to include a session on 'Maintaining the Health of the Manager". Dr. L. G. Norman, Chief Medical Officer, *London Transport Executive*, said that the manager of little over fifty years ago had no telephone, no labour shortage, few legislative restrictions and little of the modern complex technology. Nowadays it was a fortunate manager who reached the age of fifty without experiencing signs of stress in himself. Most managers learned to handle this situation but some regrettably did not. They had mastered the art of managing others but lost that of managing themselves. Obesity was one of the executive's worst enemies, and it was possible that executives were especially liable to coronary thrombosis, anxiety state and peptic ulceration.

Dr. Norman said the manager has a responsibility to his company, his family and himself to maintain his health and fitness for his work. Junior managers should be specifically taught the arts of delegation and conserving time.

Five Conference Points

1. *Managers will have to carry science from the back-room to the shop-floor.*
2. *Managers, however, would not have to be technological wizards.*
3. *The new automation plant works like the central nervous system in man.*
4. *Managers will have to take increasing care of their health.*
5. *Junior managers should be specifically taught the art of delegation.*

Management At Work

HOW TO GET THE BEST FROM YOUR COMMITTEE

COMMITTEE work can be tedious and unrewarding, but it is essential to the successful working of organisations of all kinds. To be a successful committee chairman one really needs to have an infinite supply of patience and the knack of getting the best out of the most difficult people. This is brilliantly shown in a new American film made for the *General Electric Company* called "All I Need is a Conference" and which can be hired from the G.B. Film Library.

It deals in a very practical and human way with the question of how to get the best results from a committee. We are taken into the confidence of the committee chairman and by frequent asides are given an insight into the functioning of the meeting. We understand why "so-and-so" passes the blame on to "so-and-so", why someone else arrives at the meeting feeling vindictive and we begin to appreciate some of the factors that go to make a committee function well as an instrument for discussing a problem and leading directly to action. The film highlights the human factors which a skilled chairman should know: how to work with instead of against, and how to use this understanding as a means of making the meeting come to life and reach speedy satisfactory results. Those who are concerned with training and education for management will find this film helpful and rewarding.

The Conference Leader (centre) studies the faces around the table and wonders how difficult this meeting is going to be.

"Now, listen to me . . .". This fellow has a grievance and a penetrating voice. Antagonistic to the whole idea of a conference.

Directors Discuss Human Relations

IF any single theme dominated the recent conference of the Institute of Directors it was industrial relations. One by one, the distinguished speakers—who included Sir Walter Monckton, the Minister of Labour—dwelt on some phase of this important subject. Few, if any, of the 2,000 directors of the largest and the smallest companies in Britain who were present could have remained unconvinced at the end of the day that industrial relations were, as Mr. Victor Feather declared "a prerequisite for a healthy economy".

Sir Walter Monckton—who regarded this conference of top management important enough to devote a whole morning to it—differentiated between industrial and human relations, which he looked upon as complementary to each other; and he suggested three basic factors for establishing good human relations.

The first of these was the provision of information—the art of communication—for example, "what happens to profits, and their relation to reserves, dividends and wages, in order to make workpeople feel that they are part of one enterprise".

Sir Walter's second important factor was joint consultation, "as a method of building confidence between management and workpeople"; and the third, recognition of the human factor, or "a policy based on the recognition that a man is neither a tool nor a machine, but a complex human personality".

Mr. Victor Feather, Assistant Secretary of the T.U.C., was another guest speaker who stressed the importance of joint consultation, although he blamed industrialists for not being "adventuresome about it". He emphasised a point stressed by successive speakers: "It's no good thinking in the broader terms of co-partnership if there isn't effective joint consultation." In fact, lack of it, he felt, was partly responsible for one of our worst production leaks—not strikes, the consequence of which he did not minimise—but days lost through sickness.

The startling fact is that, as Mr. Feather revealed, 285 million days were lost through sickness in 1954 (compared to 2½ million days lost through strikes). We even lost eight times as many production days—as compared to days lost through strikes—because of industrial accidents.

"To what extent", Mr. Feather questioned, "do old and unhealthy factories and unsafe working conditions contribute to this production leak?"

The directors certainly welcomed Mr. Feather's candid and constructive contribution as much as they were impressed by his assurance—and, indeed, proof—that the unions also understood the economics of wages and price stability.

A Rule To Stop Works Pilfering

COMPANIES can suffer serious losses of valuable materials as a result of systematic pilfering by employees, said Mr. T. G. Sanders, the *I.C.I.* chief security officer recently. One firm lost copper worth £1,200 during a period of ten months through a conspiracy between eight workmen at the factory, he said. Every time they went off duty the men would take with them a pound or so of copper. One man who had a car would take about 5 lb. at a time under the seat.

More and more firms were employing retired detective officers to organise their security force because they were experienced in the ways of thieves. One difficulty that faced a factory security officer was that he had no right in law to search any employee whom he suspected, unless he had the suspect's permission. Otherwise such a search would be an assault on the person.

"At *I.C.I.* we have a works rule that forms part of the conditions of employment, stating that at any time while on the company's premises an employee must be prepared to show, if necessary, by permitting himself to be searched, that he is not in possession of property to which he is not entitled. This means that while we have no power to insist on a search, an employee who refuses can be dismissed for contravening a works rule," Mr. Sanders said.

More Scope For Adventure

THE fourth of the Outward Bound Schools—established to encourage a spirit of adventure among boys in industry—was opened at Ullswater, in the Lake District, last month by Lord Hives, chairman of *Rolls-Royce Ltd.*

Formerly a private mansion on the shores of Ullswater, the school now accommodates 94 boys, apprentices in industry, who spend a month there. The programme is based on mountaineering and the boys are taken on long expeditions to test their stamina. They also learn the value of teamwork on an obstacle course and have instruction in canoeing and boating.

Lord Hives said he would like to see the scope of the schools widened and he, therefore, proposed to put up sufficient money to allow four boys to be selected from boys' clubs for each course.

HOUSE MAGAZINE DIGEST . . .

Other Firms' News And Views

Catching Them Young

THE AMERICAN CAN CO., which has factories in St. Louis, Portland and Hoopeston, Illinois, have adopted an ingenious system of arousing the interest of local schoolchildren who may eventually seek jobs with them.

In each area the factory manager has made arrangements for some of his executives to give daily lectures to a class of senior high school pupils. The lectures are spread over a period of between three and six weeks, and are supplemented by visits to the company's own works, and to the factories of firms which use their products.

The course reaches its climax when the pupils take over "managerial" positions at the plant for a whole day. "Sitting in" with the plant manager, departmental managers, supervisors and other key personnel, they actually assist in handling routine correspondence, preparing reports, and taking and making telephone calls.

Similar ideas have been put into effect recently by other American firms which run students-in-industry programmes. Whether or not it should be regarded as a "stunt" from the training angle it has the merit of improving relations between the company and the up-and-coming members of the community. **(Business.)**

Study Centre

W. H. SMITH have acquired Shelley House, Chelsea Embankment, as the first step in the establishment of their new Staff Training College. Scheduled to open this year the college will be residential for 40 students at a time.

Asking Too Much?

DEMOCRACY is the best form of government there is—very much the best. It always arises where you have a really intelligent people with a fair chance to develop, but it is terribly apt to commit suicide. It is terribly apt to try to go too far, to ask of the general mass of the community more wisdom, more knowledge, more self-control than they have got. **(John Lewis Gazette.)**

Fullness For Balance

The busiest people are always the happiest people and one of the lessons to be learned from biography is that happy people lead crowded lives. Have as many interests as you possibly can and develop each one as fully as possible. The man who has no interest beyond his work, the woman who has no interest except in her housework, these people are busy in an unbalanced way, and if the philosophers have taught us anything, right down from the ancient Greeks to the present day, it is that a balanced life stands the best chance of being a happy one. **(Martins Bank Magazine.)**

Machines Make Work

The controversy with regard to the problem of mechanisation, and, to use the latest term—automation, has raged for years throughout industry, for wherever new machines have been installed, or even when their installation has been suggested, usually workpeople and their trade unions have said: "This means unemployment", and "This means less people will be required in industry".

We have seen in our factory that more people have been required instead of less as a result of mechanisation. More ferrules made faster mean more brush-makers, mean more handle-makers, mean more technicians and supply the product cheaper in the end to the community. Surely it is antiquated thinking to be timorous about the installation of mechanised equipment. **(Shanghai.)**

Dutch Treats

This year again several members of S.P.D. visited Holland as the guests of the Dutch National Management. Our colleagues were accompanied by their wives or husbands as the case may be, and judging from the many written and oral comments subsequently made, all members of the party enjoyed every minute of a memorable tour. The following extract from a letter received expresses the sentiments of all those who had the good fortune to visit the "windmill" country:—"My wife and I would like to convey our sincere thanks to the members of the staff in the U.K. and also in Holland who by their magnificent efforts made our short and intensive tour in Holland one of lasting memory. . . May I again express my gratitude to the Managements, both British and Dutch, for having sponsored this tour which has brought home very forcibly to me how vast, and yet human, is the Unilever Organisation." **(Hour-Glass.)**

New Centre To Aim At Better Managers

AT a new residential college for executives—Sundridge Park Management Centre—practice will be joined to scientific theory in an original approach to industrial problems. The college will open early next year in an 18th-century mansion near Bromley, Kent. Its aim is to train better managers—and so to improve the competitive position of British industry.

Results of recent experiments on the "human factor" in the Services and in industry will be made available, and managers will be taught how to assess these and apply them to their own organisations.

Sundridge Park Management Centre has been formed on the initiative of Mr. E. E. Butten, chairman of one of the largest firms of management consultants. It is a non-profit-making organisation.

Two courses are planned to run concurrently with about 25 persons per course; each will last three to four weeks at an estimated cost of £30 per week per student. It is, of course, expected that firms will pay to send their promising executives to Sundridge, but private individuals will also be accepted. The new Management Centre anticipates about 400 students a year.

Sundridge Park—the original in the traditional.

S-S-S-S-Sh!

(After the Nightmare Song from "Iolanthe" by W. S. Gilbert)

When you can't concentrate for a splitting headache
That's the moment an office boy chooses
For a sprint past your door or a skid on the floor
With a noise that induces neurosis.

So you rave and you shout, "What's the racket about?"
And you storm and you stamp like a sergeant.
But the junior's not dense, he explains the offence
By declaring "The errand is urgent".

Now, young man, you are keen, that's quite easily seen,
But if you in this place would succeed, sir,
Make a little less noise, have a little more poise
And a dignified pace don't exceed, sir!

(The News Reel.)

This Firm Runs an "Apprenticeship For Living"

By ALEXANDER LEWIS

Here is the story of a new approach to the education of 'teen-agers in industry developed by the London caterers, J. Lyons & Co. Ltd. Under the title "Youth Group" the firm have set up a special school for the young people in their employ at which they are taught not the basic principles of their jobs but those subjects that go to the making of a liberal education. The idea is to help them widen their interests and to become better citizens.

ONE often hears the remark that youngsters nowadays are spoilt by the abundance of educational facilities available in so many forms. Will they become pampered or, on the other hand, will the result be that a wider education will teach them to approach human problems with more understanding and intelligence? It is with the latter end in mind that *J. Lyons and Company Ltd.* have tackled the problem of education for the under 18's in their employ.

This is an age-group which does not get as much attention in this further-education-minded world as it merits. Education for these youngsters up to the age of 15 was the routine curriculum of school life with its preoccupation with examinations and its lack of attention to the wider importance of other people's lives in the picture of world affairs. It is an age when the child either rejects any idea of further education or is anxious for anything to enliven an otherwise routine working day. Having spent a full day, longer than the average school day, in their jobs, attendance at an evening institute will only be an attraction to the few who are determined to continue their studies.

To overcome this, the 1944 Education Act contains provisions to make it obligatory for employers to provide one day for their under-18's to attend educational classes during each working week. *J. Lyons* have not waited for the Act to be implemented, but acted in anticipation. Ten years have already gone by, but this section of the Act has still to be implemented. Yet in the same ten years many youngsters have passed through the firm's school, now called the Youth Group, having benefited from the unique educational scheme set up at Corunna House, once an ancient cottage nearby the firm's main headquarters, now rejuvenated by the labours of the young people working in it and by the very sound of their voices.

Even A Waiting List

Co-operating fully with the nearby Hammersmith Day College, a day's schooling has developed into something more composite which the youngsters are eager to attend. There is even a short waiting list for intending students. As the subjects differ for boys and girls, the boys generally attend the Day College although they can join the girls for certain subjects at Corunna House, the centre of our present attention.

While *Lyons'* employees everywhere are given facilities for attending local educational establishments it is from those who work in the Hammersmith area of London, and particularly Cadby Hall, the London catering headquarters, that the Youth Group draws its members. And, although the Group is open to all grades of employees—typists, clerks, engineers and draughtsmen, machine operators and factory operators—the bulk of those who attend come from the clerical jobs. For Corunna House offers education with a difference. It is not the set form of education taught at day schools, but a wider, freer style of learning which helps them to develop any special aptitudes they may have and to become useful citizens.

Unconventional classrooms are decorated with colourful wall exhibitions which tell the story of life in other lands.

Three hundred and fifty girls pass through this cottage-cum-school each week. The day is planned into two parts in which half the subjects are optional and the others determined by the London County Council. Housecraft, needlecrafts, art and handloom weaving are some of the subjects from which the girls make their choice. Housecraft subjects are taken in the cottage, while more formal subjects take place in adjoining classrooms.

In the cottage are two kitchens—one fully equipped and spacious and another more representative of the average home—a dining room and lounge on the ground floor and a bedroom, study and bathroom upstairs. Contemporary furnishings and com-

fortable furniture give it a pleasant "lived-in" look. In these rooms all manner of domestic subjects are studied. The planning and cooking of meals, the weekday wash, ironing, care of the house, beauty culture are only a few of the things at which they can try their hands. By redecorating the whole of the cottage, youth group members had invaluable experience in interior decorating and, at the end of a day, or, indeed, at any other time, they can have a bath, wash their dirty linen or set their hair.

But housecraft is, of course, only one of the *optional* subjects of those who choose to come to the Youth Group. In addition, they must also take subjects such as English, arithmetic, physical education and social studies. Geography, history and current affairs are combined under social studies to produce a sphere of work which incorporates aspects of everyday life in relationship to the world at large. A lesson about food will be followed by a visit to sugar-producing plant; study of coal and gas will include a visit to the local showrooms; a talk on furnishing is the prelude to a trip to the Victoria and Albert Museum with a sketchbook. Theatres, exhibitions, visits by fashion designers, or from representatives of all types of industrial firms, concerts, all take their part in making subjects more interesting.

Apart from this friendly, informal atmosphere of "education with a difference", members can take the General Certificate of Education if they wish, with individual attention from the teachers. Many who otherwise would not have had such an opportunity are thus given a chance to improve themselves.

Once a year the Group holds an Open Day when the students work under the eye of visitors. In each room the year's work and activities are on display. Girls model in the clothes they themselves have made—in some cases of material woven also by themselves. Last year they played their tape-recorded version of a commercially sponsored "Woman's Hour" written, produced and played by themselves. In the flat a colourful children's party was staged, with every detail attended to, from an attractively iced cake to the last balloon. On Mother's Day each year the girls again entertain their mothers at Corunna House when they proudly show their newly acquired domestic prowess.

Entertaining one's guests does not stop at making the cakes. Decorations, games, too, have to be planned.

Perhaps the most popular out-of-school activities organised by the Group are the holidays abroad which give the students a degree of self-reliance and an insight into other countries. Last year a party went winter sporting in Norway and another to Paris at Whitsun. They planned their visits in lesson time as a combined exercise in geography, economics and current affairs. Tickets, customs, foreign exchange provided exciting practice of general intelligence. Those who went had the opportunity at a lower outlay than if they had travelled alone. But more important is the fact that this whetting of the travelling appetite would never have been roused without the initiative of the Youth Group. Even those who were not fortunate enough to go on these trips joined in the planning and excitement of the reports.

It would be wrong to give the impression that the accent here is too much on the "difference" and too little on the "education." Certainly Dr. South, the headmaster, takes his job very seriously. He believes that if the youngsters come with a grudging attitude to a day's schooling then one must make it appetising to the point of disguise. To teach all round a

(Continued on Page 370)

Why This Sort Of Education Succeeds

1. *Classes take place for one whole day each week—not at the end of a tiring working day.*
2. *The atmosphere is homely and more congenial than the average classroom.*
3. *Subjects are treated practically as well as theoretically. Even arithmetic comes alive when working out foreign currency rates for a trip they themselves may be making.*
4. *Lessons do not end in the classroom. Tea parties, factory visits, exhibitions, etc., broaden the outlook of the youngsters to each subject.*
5. *They are given constant encouragement to take advantage of this last chance of free education.*
6. *The opportunity to improve themselves, by qualifying for examinations or just by broadening their knowledge, is really appreciated by students.*

Group leaders take the opinions and suggestions of their respective departments a stage further when they meet the management once a month.

Here is the story of how one firm makes joint consultation really work through a method known as "Free Group Discussion". This method allows workpeople to express their views without fear, even to criticise individuals, in the sure knowledge that there will be no "come back" from the management. In the firm's experience, Free Group Discussion has meant better communication and human relations at all levels.

These Worker Groups Speak Without Fear Or Favour

By L. R. EVESON, *Welfare Manager, L. G. Harris & Co. Ltd.*

IN our August number one reason advanced for the relative failure of joint consultation was that people were afraid of being made "the scapegoats of management". So many mutter complaints and grumbles beneath their breath but lack the confidence to say them out loud to the people who could possibly do something to rectify the trouble. It was to avoid this fear, together with other reasons, that *L. G. Harris & Co., Ltd.*, the Worcestershire firm of paint brushmakers, initiated a scheme of Free Discussion.

Joint consultation had begun in this firm in 1946. The usual meetings had taken place between elected representatives of management and staff, but it was felt by the consultative committee members that they did not have the backing of the rank and file on the floor of the shop and that they could not, therefore, democratically, represent their views.

If it was to achieve anything, they argued, joint consultation must first of all be truly representative of workpeople and management alike. Its functions had to be of the broadest possible nature and there was no problem too large or important that could not be solved by this method. One of the difficulties, however, in obtaining the confidence of committee members was the feeling by workpeople that joint consultation is "just another method or instrument of management". Only when the workpeople could speak with complete freedom, only when they could express their views without fear, could the management really be sure that their suspicions were no more.

"Free Group Discussion" was introduced into this concern, as it was into at least two other firms, by James Gillespie, author of "Free Expression in Industry", in the early part of this year. Although it may be premature to pass judgment, the signs are that this new and exciting method of consultation is more vital, more real and more down-to-earth than the old method which had been in existence in this firm for the past 10 years.

At the present time the firm employs some 420 people in the factory and about 100 outside. Under the new system each section of the factory, which is comprised of approximately 20 people, elects its own group leader, or chairman, and secretary. These groups meet once per month in working time. Refreshments are provided by the firm and those taking part are paid for the time spent in free discussion. Freedom to discuss, freedom to suggest, to complain or criticise is one of the basic planks of the scheme; no member of the management is present during a meeting of any particular group. Neither is their foreman or other supervisor present. **The group, of course, is free to invite its foreman or any other member of the management to its**

meetings to question them on policy or method, whilst they need not discuss a problem put to them by the management if they do not wish to. Groups have, in fact, actually invited one executive or another to their meetings, including the managing director, on more than one occasion. This must be all to the good whichever way it works, for the system involves "two-way communication", an already acknowledged and tried way of keeping people "in the picture".

Every section of the factory now has a free discussion group and each one has so far met once each month. Their secretary completes the minutes which are then reprinted verbatim and finally at the end of the month they join with the reports of all other group meetings to be formed into a small journal for dissemination amongst all members of the staff. The *Free Discussion Groups Journal* plays one of the most important parts in this scheme for, through it, everybody knows what everyone else is saying and thinking. It is a remarkable medium for encouraging communications and improving human relations throughout the firm.

Talks With Management

Group leaders meet once per month as a group on their own, and afterwards meet the management for a session where all the points from the groups made during the preceding month are fully discussed and finalised. Many points are, of course, dealt with immediately so that the group leader-management meeting begins with a review of all the points submitted, thus avoiding those problems which have already been dealt with. This is important for frequently the points to be discussed are so numerous that these meetings proceed for five or more hours. As in the case of all negotiating bodies, some tough problems arise on occasion and the Free Discussion Groups are no exception. They frequently find themselves faced with many points bristling with difficulties which must be resolved in one way or another, but with only one or two exceptions, these problems have all been amicably settled.

Free Group Discussion whisks away the impersonal relationship which formerly may have existed between management and workers and in its place comes a closely-knit, well-integrated, two-way form of communication. Here, as a direct result, an employee is no longer a mere clock number, but an important person

They say women always have a lot to talk about. Here the managing director (centre) was invited to answer questions put to him at the Brush Handle Department's Joint Discussion Group.

taking part, in his own right, in helping to make and change management policy.

Anonymity plays a most important part in group discussion and is complementary to the absence of any member of the management team (including foremen and supervisors) from group meetings. Conclusions of the group are in the name of the group and with the principle "free" in the forefront, and the implied "no come back" members of the groups talk freely and frankly in their anonymous role.

Individual executives, foremen or, perhaps, the managing director may at times be tempted to seek the authorship of a complaint or criticism. Once the first attempt is made at identity, however, the system of Free Discussion will have broken down. No attempt at regaining the confidence of the workers will succeed if this is done, and it is, therefore, wise to disregard any such desires. If, in a particular instance, it is felt necessary to make public the author of a suggestion or complaint it should only be done with the free permission of the whole group.

This idea of group discussion gives a feeling of personal significance, a sense of sharing, of participating and a sense of security to those employees who hitherto may have felt frustrated or unhappy in their status. Results of discussions by groups in this particular firm show unmistakably that workpeople are really interested in and are at last beginning to realise that the management sincerely desires them to assist in planning and formulating managerial policy and that workpeople are, in fact, rendering them assistance with their criticisms and suggestions.

Surely here is an experiment progressive concerns the country over should not hesitate to examine. Here is a way of factory life possibly destined to become the only way through which the old frictions and the old suspicions existing between management and workers are finally dissolved. To those who have not had the good fortune to see such a system in operation, *Harris & Co., Ltd.*, extend an invitation. They will be amply rewarded when they see and experience the results of the scheme.

Certain basic requirements for the successful launching of this system include a permissive and encouraging management for, without this, it would be hard, if not well-nigh impossible, to get the idea across to workpeople, especially to those who have had past experience of joint consultation.

Naturally, as with many other new devices and schemes,there is the need to continually experiment in order to make the method more perfect. *L. G. Harris & Co., Ltd.* have faith in the idea that human relationships must inevitably form the basis of a happy and free understanding so essential to prosperity in industry everywhere. If management and staff can have confidence in one another there are no limits to what they can achieve.

HOW FREE DISCUSSION WORKS

1 *Each section of the factory chooses a group leader under whom groups meet once a month.*

2 *Reports are made of these meetings, but no speaker is mentioned by name.*

3 *Each group is free to invite members of management to its meetings if it wishes.*

4 *Reports are printed in journal form and circulated to all members of the staff.*

5 *Group leaders meet once a month and afterwards meet the management.*

6 *Management support of the scheme has proved an important factor in its success.*

Some Reflections On Promotion Neurosis

Does Today's Executive Pay Too Much For Success?

SOME time ago I received a letter from Mr. E. T. of Leicester, and this seems a good month to discuss some of the issues he raises. He writes: "For the past two years I have been in charge of a small research and development department of our firm. I am a qualified chemist. Our job is to work on improved formulae for our products, and generally to keep up with modern developments in our particular field—and these are rapid and ever changing. About six months ago I was offered a job as superintendent of a new department that the company intended to set up to develop a new product. I thought about it carefully and decided the job was not 'my cup of tea'. I like my technical work very much—for the problems are stimulating—and I know I am good at it. Our department is growing all the time and I feel I can hope to grow with it. Managing a new department with a new product and all the human problems attached just did not appeal to me. I finally turned the job down although it had a higher salary and I know many people, including my wife, were disappointed at my decision. Have any of your readers faced a similar issue?"

What a fascinating letter this is! It raises many issues of the greatest importance in modern industry. Here is a man who "knows himself", he recognises his own strengths and weaknesses and is stable enough to apply this knowledge when making this important decision about his career.

It is possible that other men with similar scientific and engineering interests to those of E. T. are suffering under severe emotional stresses because they have accepted administrative jobs for which their training and inclinations do not really suit them. We hear a lot today about the strain which executives are under and how many executives and industrial administrators are in danger of "cracking up". They are suffering, as someone put it, from "promotion neurosis."

One American psychologist, Harriett Bruce Moore, puts it this way: She says that the typical engineer "has a very real tendency to regard people as complicated machines which are different from his tools primarily in two ways—they are harder to renovate and more costly to oil". Some scientists may feel, too, that they are doing a more worth-while job when they are directly applying their scientific knowledge to a problem than when they are supervising others to do the jobs.

I was reading the other day in "Fortune" about an executive who faced a similar problem to Mr. E. T. He had been responsible for the personnel department in one large firm for several years. He was then offered the job of comptroller—a considerable step up. Far from being pleased, he worried and became quite ill trying to decide what to do. He liked his old job but was afraid to turn down the new one in case he would be considered lacking in initiative and passed over in future promotions—a very real fear. This company did a wise thing. They let him try the new job for six months and in the end he decided to go back to his old work in the personnel department. This man was afraid of what people would think of him if he turned the new job down.

I notice that Mr. E. T. says his "wife was disappointed". This is an understandable reaction. In this age of competition and rising prices the wife struggles with the day-to-day problem of balancing the budget—it is difficult for her *not* to put pressure on at home. Yet, as one speaker at an American national conference warned: "It may be the [executive's] wife's fault if she is left a young widow". This speaker emphasised that the strain of modern living is killing off the young creative man or woman, earlier than anyone else. It is the wife's responsibility to provide a change of tempo when her executive husband returns home at night. "Just give your husband some peace and quiet—whether he wants it or not! A wise executive", says the speaker, "is one who knows the value of taking time off occasionally to do absolutely nothing. This is the time for the well of energy to be refilled." A joke has been coined at the expense of the hard-working businessman. It goes: "You say he left no money? Yes, he lost his health getting wealthy and he lost his wealth trying to get healthy."

Can Culture Ease The Pressure?

To help their executives overcome the strain of modern business, one firm sends them on a year's study of the humanities. Is this kind of activity industry's responsibility, and anyway do you think it an effective cure to the fears and obsessions to which managers are prone? Does culture help a man to see things whole? Readers views are welcome and each letter published wins a guinea.

Automation Rigours

Will The Strain Increase?

THE age of automation will make greater demands on managers. Automation will demand more rigorous and longer planning since managements which install automation commit their companies to "a relatively rigid production system in a technological and marketing situation that may be quite fluid".

The present position, in which many executives and supervisors are finding the strain of modern industrial life too great for them, may get worse unless positive steps are taken to alleviate the situation. What steps would you suggest? Are the present

executive development courses being run by some concerns a step in the right direction, do you think? What can we do to prepare scientists and engineers for administrative work? Would Mr. E. T. have felt the same about the new job he was offered if he had been given some suitable preparation for it earlier in his career?

A possible line of development may be in a changed attitude towards older people and their position in society. People are living longer; are they living the kinds of lives in their earlier years which will enable them to enjoy retirement when it comes? One firm, for example, is sending its managers away on a year's course to study "the humanities"—subjects which may prove of lasting interest when the business life is finished. Is this kind of activity the responsibility of industry, do you think? Write and give me your views, and we will take up the subject of retirement in a later issue.

I have just heard a true story which I liked a great deal, so I will pass it on. A Russian trade delegation was visiting a large industrial city in the U.S.A. One visit was to a new building site. As they went round, the Russians paused a moment to talk to one of the foremen. "How many hours a week do your men work", they asked. "About 37½ hours a week on this job", came the reply. One of the Russians looked surprised and said: "Why, in Russia they would be doing more like 60-70 hours". "We couldn't get these guys to do more than 37½ hours", the foreman replied, "you see they're a bunch of communists."

DISCUSSION LEADER

Staff Selection In A Sellers' Market—5

Choosing Future Leaders

By ELIZABETH SIDNEY

This article discusses whether the qualities that go to make a good leader in industry can be objectively assessed. Special attention is paid to the question of intelligence but it is stressed that much more than this is needed in a leader. A candidate's private interests are also a valuable guide to his potential ability.

IN my last two articles on the selection process I want to take in greater detail the problems of assessing qualities which are grouped under the heading of leadership. It is an old tag that promotion often means that a company loses a fine craftsman and gains a poor foreman; the organisation discovers that the man who can do a good craft job and is a loyal employee does not necessarily have the qualities required to control a group of craftsmen and to carry out the administrative work associated with almost any position of industrial responsibility.

Is it possible to assess qualities of leadership and so to avoid this kind of promotion? What aspects of the selection process will yield information that will serve as the basis for a realistic assessment of leadership potential? What areas of experience and what abilities should be especially studied in choosing men for positions of responsibility?

The answer to these questions should begin with a consideration of the qualities required in leadership. Many eminent men have attempted to define these qualities. Chester Barnard, who was for many years president of the *New Jersey Bell Telephone Company*, decided from his study of the industrial leader's job that five qualities were essential: vitality, decisiveness, persuasiveness, a sense of responsibility and intelligence. He gave them in that order.

He felt that vitality was paramount because the basic requirement of a leader is that he should be there to lead—and many senior administrative posts involve great strain. Although intelligence is important, he concluded that it was valueless without the other qualities, which he accordingly listed higher. This list may find acceptance, or at least provoke thought, as a definition of the qualities needed in senior executive posts. But like most lists of this sort it does not help the selector a great deal. It may define his problem but it still leaves him with several difficult qualities to assess.

A more useful definition of leadership from his point of view may emerge from a study of the histories of successful foremen, or departmental managers, or whatever level of leadership is involved in filling a particular vacancy in his company. A study of personnel records might make it possible to predict that a man would have more chance of succeeding as a foreman if, to give a purely hypothetical list, he were over 30 at the time of promotion, married with a family, had not been absent for more than two days in any of the past three years of employment, had worked in four or more departments of the company, had completed two or more courses of evening study and had received good annual ratings from four or more different supervisors. This list is not meant to apply to any particular organisation—it is only given to suggest how an analysis of the information known about a company's successful supervisors might show that they had some records in common which distinguished them from unsuccessful supervisors and from men who had not been promoted.

Other Things Being Equal

One company which sees the foreman as a key figure in securing good relationships and effective work has a fairly elaborate selection method for foremen based on these ideas. This company employs 1,200 people. Its promotion scheme and selection methods were approved by the works council and by the trade union representatives. All supervisory vacancies are advertised throughout the company and outside, and it is understood that where all other factors are equal the job shall go to a man inside the company. Those applying from within the company are invited for interview or not on the basis of a study of their records and a discussion with their supervisor and departmental manager. Those applying from outside are invited on the basis of a study of their completed application forms.

All these candidates are inter-

viewed first by an outside consultant with no previous knowledge of any of them. The consultant conducts a detailed biographical interview and also gives each applicant an intelligence test. The results of his work are submitted, together with whatever other records are available, to a selection board consisting of the company personnel manager, the manager of the department where the vacancy has occurred and one independent departmental manager (or, on occasion, the general manager). The candidates then go before the selection board and may be questioned on matters arising from their records and also asked their views on various problems which they might encounter in the company.

Both the consultant and the selection board are studying the same qualities in different ways. The consultant assesses intelligence by means of a test and from a consideration of the man's knowledge of company problems (where this is applicable) and his grasp of their complexity. The consultant looks for evidence of leadership in the past and the board assesses one aspect of leadership—the ability to plan and to recognise administrative implications—in discussion of current problems.

Testing Intelligence

Intelligence tests have had more publicity and are more widely used than any other tests of aspects of personality, but they are nevertheless still objects of much misunderstanding and distrust. It may therefore be worth reviewing what an intelligence test can and cannot do.

Such a test is designed to show the quality of a person's brain, regardless of his educational opportunities or of his memory for facts. A manifestation of intelligence is the ability to see the relationship between some given items and to apply that relationship to a new problem. Many problems in intelligence tests are built to measure this ability. An elementary example might be:—

poor or cat at cordon on madam xx

Here the candidate would be asked to fill in the last word in the row from his study of the other pairs of words given. He would have to perceive that the second word in each pair consists of the last two letters of the first word before he could answer the problem.

A good test will not yield fair results if it is badly administered, so that the candidate is confused about the instructions or is extremely nervous. Both these conditions make it likely that his performance will be below his real intelligence. This is why there is so much insistence that selectors should use properly constructed tests *and should be trained to administer them.* When these conditions are met, tests results will show how a person compares with the rest of the population in general intelligence. This tells the selector whether the candidate has the capacity to carry out a job but does not tell him, of course, whether the man has the interest, will-power, perseverance and other qualities which may be needed to turn his ability to good account.

How To Judge a Future Leader:—

1. **INTELLIGENCE.**
   A *sine qua non* for a leader—but valueless without other qualities such as decisiveness and a sense of responsibility.
2. **VITALITY.**
   A basic requirement because executive posts often impose a great strain.
3. **COMPARISON.**
   A good method of finding what is wanted is to study the case histories of the firm's successful foremen and managers.
4. **SECOND OPINION.**
   Some firms call in a consultant to interview candidates and then check with their own findings.
5. **PAST ACHIEVEMENTS.**
   Look carefully into the candidate's past for evidence of leadership ability.
6. **PRESENT INTERESTS.**
   Much can also be learned about a candidate's capacity to lead from leisure activities and interests.

An interview cannot give much direct evidence about intelligence: it is risky to assume anything about intelligence, for example, from manner and appearance. Some information can be collected, however, from which it is comparatively safe to make some inferences. Evidence of some outstanding aptitude (especially mathematical), evidence of good habits of application (especially in pursuing and completing some course of study or in developing a high standard of attainment in some private interest) and evidence in conversation of a good vocabulary and ability to group information and to present it concisely, are all signs of a good intelligence. Contra-indications are failure to finish courses and evidence of a mediocre standard of private reading.

Look Back

When he is considering what leadership qualities a man has shown in the past, the interviewer has to discover what opportunities the candidate has had to lead, and to ask careful questions about any positions of leadership he has held. School provides most people with their first opportunity to show whether they can lead a group. Did the applicant hold any position of responsibility at school (head of school, games captain, class monitor)? If not, the selector has first to discover if any of these positions existed in the school. Then he may ask the candidate if he was concerned with any informal groups, and if he helped to run them. Where the man has held some position at school, the interviewer would want to know what duties the position entailed.

The next considerable opportunity a young man may have had to show leadership would be during his National Service. What duties did he perform in the Forces? What responsibilities was he given? Did he have charge of any groups of people at any time? Information on positions of responsibility held at work should be carefully checked and the candidate invited to describe his duties in detail.

An area in which many people can show leadership when they may not have had opportunities to do so at work is in their leisure time. Does the man belong to any clubs, religious, political, social, sporting or connected with some private interest? Has he taken office in them or regularly helped to organise their activities? Has he undertaken social work in running youth clubs? The interviewer must collect information on this score and relate it to the opportunities available if he is to make a fair assessment of the man's capacity to lead.

A war-time development in selection methods which began in the Forces and is now used in industry is the Group Selection Procedure. Its main purpose is to provide a situation in which candidates can give an actual demonstration of their leadership and administrative capacities. I shall be describing this method in my next article.

People At Work

Pity The Foreman

MANY companies expect more from their foremen than they are willing to let them do, a recent study by the American Management Association Supervisory Development Service indicates.

This paradox results from a frequent failure to give the first-line supervisor authority that is commensurate with his responsibility, the Service found in a survey of 66 companies in 10 States and Canada. In consequence, many foremen are under pressure to get results without having the power to enforce their decisions. The survey sample included 56 manufacturing companies, 7 utilities, and 3 petroleum and food processors, ranging in size from 100 to 116,000 employees.

More than 90 per cent of the respondents said their first-line supervisors were responsible for job training, answering employees' questions, and meeting periodically with immediate superiors to discuss problems. Yet the authority given to foremen in the whole area of human relations is surprisingly small.

More than four-fifths of the companies expect foremen to discipline employees, but less than half permit them to demote or discharge for cause. And in only a little over a third of the responding firms can foremen actually award merit increases.

Helping employees to work out their personal problems was listed as a duty of foremen by almost all the companies surveyed. Yet allowing extra time off is just about all the foreman can do for the employee. Only about half permit him to adjust vacations within the company's vacation schedule, and even fewer give him the right to transfer employees within the department or grant leaves of absence.

Almost all the companies cited work planning as a key supervisory responsibility, yet most planning is conducted on higher levels. Keeping costs down, reducing waste, and staying within budgets are major problems for foremen, but less than a seventh of the respondent firms ask them to keep cost records and prepare cost estimates.

In 90 per cent of the companies surveyed, foremen are responsible for enforcing safety measures, but only in about three-fourths do they have the authority to do so. Only about a fifth of the firms let the foremen participate in the planning of safety.

Few Women At The Top

MR. JAMES STUART, Secretary for Scotland, told the annual conference of the National Federation of Business and Professional Women's Clubs in Edinburgh recently that he thought it strange that industry had not made a fuller use of women in its higher ranks.

While industry had been invaded by many able women now doing a variety of highly skilled jobs, very few appeared to have their own chairs in the boardroom.

Mr. Stuart said that according to the present population tendencies there would be more than 400,000 fewer women than men under 45 years of age in the next decade. Competition for the assistance of educated women was certain to increase. "Clearly, industry would be foolish to lag behind the professions in according them the status they desire."

Beware Of Beauty

A WARNING against the tendency of attractive young business girls to feel that good looks were enough, was given by a former Mayor of Wolverhampton when he spoke last month at a High School Speech Day.

"It is not enough for a job, and it is not enough for life", he said. "By all means make the most of your appearance, be neat and tidy, but it is what you are that matters in the world." The Mayor said that in his own business, which employs about 1,000 people, three-quarters of them women, he watched people being trained for management partly with hope and partly with fear. He was especially apprehensive about girls who, through no fault of their own, were blessed with good looks.

Back To Civvies

THE majority of young men settle down satisfactorily in civilian life after doing their National Service and the number of young men who return to their pre-Service employment is higher where employers keep in touch with them during their time in the forces.

These are two main conclusions of the recently-published Report on the Enquiry Into the Effects of National Service on the Education and Employment of Young Men.

It was found that out of 10,708 men who joined in the enquiry, 9,698 or 90.6 per cent were satisfactorily settled, 8,598 (80.3 per cent) in employment and 1,099 (10.3 per cent) in further education.

Other conclusions were:—

1. A number of men who at first sight appeared to have been unsettled by National Service had in fact poor employment records before they were called up.

2. The men who were most settled in civilian employment before National Service, for example, those who had been apprentices or had had other systematic training and those who had had only one or two jobs before enlistment, had the least difficulty in settling down afterwards.

Draughts Eliminated

IN a 19½-acre building at *Vauxhall Motors'* factory at Luton there are 30 entrances, some of which are large enough to permit the movement in and out of motor vehicles. The traffic frequency is often as high as 100 vehicles per hour passing through a door. This meant that in winter cold winds penetrated into the interior of the building through gaps 12 ft. high by 240 ft. wide. To eliminate these conditions the Heating and Ventilation Department decided to tackle the problem by installing air-lock type entrances with doors operated by photo-electric cells. The major entrances were rebuilt to incorporate a brick-built structure with doors at each end, like a tunnel. Each tunnel is fitted with 3 sets of photo-electric equipment, one set for each door and the other for traffic signals.

As a vehicle approaches the entrance, from inside or outside the building, it breaks a light beam which opens the near door. Passing into the tunnel, the door closes behind the vehicle and only then will the farther door open. Because the doors are never open at the same time, air-currents and draughts are eliminated and warm air stays inside the building.

The method of light projection is worthy

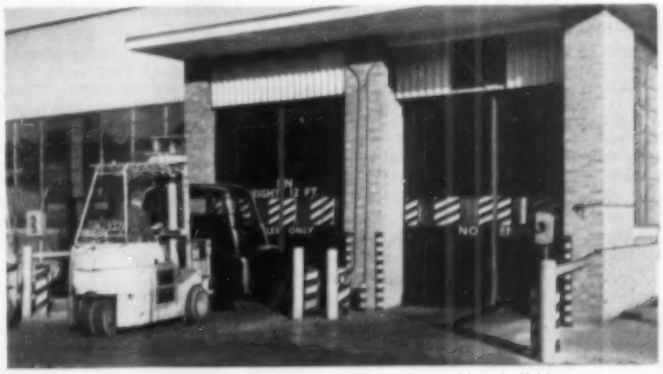


Photo-electric equipment prevents draughts at Vauxhall Motors.

of note. The light projector is normally on the farther side of the door. Light is directed into a mirror which passes in front of the entrance and in the paths of vehicles. The mirror directs the beam through a small hole in the door on to a second mirror inside the tunnel and thence across the tunnel to the photo-electric cell receiver. The light takes a Z-shaped path.

It is estimated that this system of entrance control saves the company £6,000 per year in fuel costs. **(Target.)**

23 Million At Work

THE number in civil employment (industry, commerce and services of all kinds) at the end of September was 23,030,000, the same as at the end of August and 270,000 more than a year previously.

An increase of 50,000 in the manufacturing industries, including 35,000 in metals, engineering and vehicles, was offset by decreases elsewhere, mainly seasonal in character, the largest of which were in miscellaneous services (hotels, catering, etc.) and agriculture.

Briefing The Foreman

A COURSE for foremen has been started by *Baxter Brothers and Company Limited*, flax spinners and manufacturers, Dundee. The course consists of a series of eight lectures and discussions on various aspects of the organisation of the firm.

The series has been devised to give foremen an appreciation of the company's organisation, policy and practice in relation to works study, cost reduction, plant maintenance, personnel and safety and research and development.

This is believed to be the first course of its kind held in a flax manufacturing firm in Scotland, and follows the lines suggested in the recommendations of the report of the Committee of Enquiry on the Training of Supervisors set up by the Ministry of Labour and National Service last year.

IN BRIEF

THE index number of industrial production (1948=100) prepared by the Central Statistical Office, is estimated provisionally at 117 for August, 1955 (the early estimate was 118—119) compared with 121 for July, 1955 (the provisional figure was 121). Figures for the corresponding months a year ago were 113 for August, 1954, and 117 for July, 1954.

* * *

The Home Office announce that since the opening of recruitment on November 15, 1949, 341,122 men and women have joined the Civil Defence Corps in England and Wales. 20,208 have joined the Auxiliary Fire Service, 41,952 the National Hospital Service Reserve and 34,512 men and 1,445 women the Special Constabulary since that date.

National Insurance Under Review

THE National Insurance Advisory Committee have been asked to report on draft regulations which would permit unemployment benefit to be paid in certain circumstances for a second enforced holiday where a person had already taken an annual holiday earlier in the same year. A recommendation on this matter was made by the Committee in their Report (published last month) on the *Question of Benefit for Very Short Spells of Unemployment or Sickness*.

The draft regulations would apply where a man changes his employer, and as a result is compelled to observe a second annual holiday for which he gets no pay. He would be able to get unemployment benefit during the second holiday subject to the ordinary conditions if he had already been disentitled to benefit in that year for a total number of days of holiday equal to the annual holiday due to him in his current job. Bank holidays and similar public holidays are excluded from the scope of the Regulations.

The Committee will consider representations on these draft regulations sent before 5th December, 1955, to the Secretary, National Insurance Advisory Committee, 10, John Adam Street, London, W.C.2.

Waiting Days

In their Report the Committee give statistical information about the pattern of claims for unemployment and sickness benefit. They recommend that the rules for waiting days should remain the same for unemployment benefit as for sickness benefit, and that for both benefits the waiting period should continue to be three days. The Committee were advised that it would cost about £11½ million a year to abolish "waiting days", the first three days (for which benefit is not usually payable) of a short spell of unemployment or sickness.

Guaranteed Weeks

Apart from workers whose employment is permanent or almost permanent, the Report suggests that some 8 or 9 million workers are covered by "guaranteed week" agreements. Where the guarantee takes the form of a minimum weekly wage, a worker on short-time cannot receive unemployment benefit for the days he does not work, but where the guarantee takes the form of a payment for a minimum amount of employment, benefit can become payable for the part of the week not covered by the guarantee.

The Committee say that although, apart from the legal distinction, they can see no ground for this difference of treatment, the difference is of long standing. Agreements have been negotiated which have regard to it and the majority of representations received from both sides of industry were against making any change.

Sick Pay Schemes

A sample enquiry made in connection with their review suggests that nearly half of those insured for sickness benefit are also covered by employers' sick pay schemes. The Committee, however, regard any such provision against loss of earnings because of sickness as irrelevant in defining the contingencies for which national insurance sickness benefit should be paid and recommend that no account should be taken of employers' sick pay in deciding entitlement to national insurance sickness benefit.

Unemployment Benefit

A five days a week worker who loses one day's work can receive unemployment benefit not only for that day but also for his usual non-working day if he makes himself available for work on both these days. After discussing this problem at length, the Committee say that they were almost equally divided on what should be done. The Committee consider that where an existing right to benefit is at issue they should not recommend its removal save by a substantial majority of opinion. Accordingly they do not recommend any change in the provisions.

ROYAL OCCASION

The Queen shakes hands with one of her Duchy of Lancaster tenants during her visit on November 2nd to Crewe Hall, Cheshire, headquarters of **Calmic Limited.**

Canteen Managers Talk Of Many Things

All manner of canteen ideas and problems were on the conference menu when catering managers met last month at Grange-over-Sands. In this special report we pin-point some of the main topics discussed, including costing, service, conditions of work, staff wages and the purchase of supplies.

EVEN as one of the accepted sins of present-day life, "talking shop" for three days might seem excessive. But the 120 canteen managers who met last month at Grange-over-Sands seemed unwilling to do otherwise. The delegates who attended this conference organised by the Industrial Welfare Society all became involved in constant discussion, both formal and informal, about menus, subsidies, management's attitude, equipment, prices, etc. Everyone must have returned home with renewed confidence in their work, either by realising how smoothly their own canteens functioned or by having their sense of frustration lessened by realisation that, of the many different types of industrial canteens represented, all had similar problems.

Under the title "Give and Take", each lecture served as an arguing point for discussion groups. Miss Winifred McCullough started the conference on its way with an account of the ideas she had brought back from her recent tour of America. She told of the infinite pains taken to keep strict records of menus and the cost of each dish. "Costing", she said, "plays the most important part in the planning of the frequency and variety of dishes served in American canteens." When new meals were introduced they were put on trial for a period over which they were expected to increase in popularity 10 per cent each time. If figures fell to less than this, then the meals were withdrawn. This was rather in contrast to the "hit-and-miss" method in British canteens where the attitude generally was "let's try it once more".

Washing-up received considerable attention from the point of view of cleanliness and speed. The most modern equipment was used and a set number of pieces of crockery were expected to be washed in a specified time. The process was allied to the productivity of the firm. Vegetable preparation was treated in a similar way. Service of food, too, was timed exactly with a target for a certain number of people passing through the service counter each minute. All factors which tended to hold up this flow of customers were exhaustively examined.

Portion sizes were fixed. In order to avoid wastage, saucepans and all cooking utensils were bought according to the number of portions they served.

Women rarely occupied supervisory catering positions but were employed, under men, as dietitians and in charge of female staff. The American canteen was, in fact, run on much more business-like lines than those over here. Miss McCullough felt that perhaps the reason for the relative success of American canteens was that the customers approached it less emotionally. The Britisher criticised his canteen as he does his family while the American treated his as a restaurant. Wherever she went to eat, in a commercial or industrial restaurant, she was told to "Come again, ma'am".

Five Catering Points

1. *Collect reliable statistics the better to fix costs and portion sizes.*
2. *Don't spoil good food by bad presentation.*
3. *Keep your canteen staff by paying a fair wage.*
4. *Buy good quality foodstuffs—it's cheaper in the long run.*
5. *Publicise canteen menus throughout the factory and in the house journal.*

The unwilling, and sometimes unpleasant, attitude of many of those providing food in this country was partly responsible for the widely held belief that Britain cannot cook. This was the opinion of Mr. E. Hartwell, assistant managing director of *Forte's & Company Ltd.* He brought his commercial experience to bear on the industrial canteen. "Good food", he said, "is too often spoilt by bad presentation." Food should be colourful and well displayed and the premises clean and pleasant. The canteen should be a place where people could feel relaxed and comfortable. He recommended several pieces of modern equipment which he felt would ease the work of the caterer, be easier to clean and produce better results. As with food, he said, one should buy only the best equipment.

Many people spoke of the conservatism of customers with regard to new dishes. Cauliflower au gratin would not sell where cauliflower cheese would. One manageress told of the occasion when she decided to liven up the menu with chicken, goose, turkey and duck on the same day. When the first customer came along and was told in turn what the various dishes were he said: "What, no pie?"

Perhaps the greatest obstacle to the successful running of canteens is the attitude of management. Too often the canteen is pushed into an awkward corner of the building and food provided grudgingly, almost as an afterthought. "Wages and food", said Mr. E. Williams, training officer for *Harrods Ltd.*, "were the prime incentives to working nowadays." Mr. Williams gave an excellent talk on the value of good human relations in the canteen. "A caterer", said Mr. Williams, "has more human relationship per square inch than anyone else." "People in canteens are always tired and always have frayed nerves and tempers. Canteen assistants always have bad feet." Courtesy to one's staff therefore was most important. Thoughtfulness, humility, thoroughness, trust were essential to the successful working of a canteen. Mastery of the art of delegation, too, was important for "you can't expect people to take the can if you haven't given them the authority to do so". He felt that if one treated one's customers as colleagues then there

would be more respect forthcoming from both sides of the counter.

The very name "canteen" was partly the reason for this lack of respect, continued Mr. Williams. If each firm could find its own alternative he was sure that the attitude of the "colleagues" would change. Here, one of the delegates told how he had brightened the walls of his canteen with gay, colourful posters of foreign lands. From that day on, the canteen was known as the "Travel Bureau" and the canteen became a happier place. A suggestion was made for a competition to find an alternative name for canteens. But Mr. Williams felt that each firm could find its own answer in a local place name, possibly something funny (one person suggested "Dorchester", another "The Pig and Whistle"), but at all cost the word "canteen" should be avoided.

Many people spoke in the discussion that followed of the reasons for the low standard of human relations in canteens. Staff was constantly changing because of the disgracefully low wages. Most people agreed with the remark of one person who said that the Catering Wages Act should be revoked and new and better wages and conditions instituted as soon as possible. Too often canteen assistants were considered as the lowest form of life.

Another reason for the critical attitude of the customer was the fact that most meals were heavily subsidised. Some people felt that if subsidies were not offered and meals were provided on a non-profit making basis then the attitude of the worker as he entered the canteen would be more like that with which he entered a restaurant. In this way the attitude of "give and take" would be considerably improved.

To an observer the greatest impression of the conference was the sincerity with which these caterers believed that they must provide good food, nutritional and appetizing. "Whatever supplies you buy", said Mr. T. A. Matthews, catering manager of *Hoover Ltd.*, "always buy the best quality." One should not be tempted by cheap offers which often sounded attractive, particularly when working, as so many managers do, to a restricted budget. By buying lower quality foodstuffs one always lost in one way or another. Tea, fish, meat, vegetables of a quality other than the best were always more expensive in the long run. "Management should be made to realise", said Mr. Matthews, "that cheaper initial purchases too often turned out more expensive in labour and power. More cooking was necessary, more elaborate preparation, more wastage occurred and less nutritional value to dishes were the results."

He warned of the dangers of over and underbuying. Each was as wasteful as the other. Sampling was a good guide to quality as frequently vegetables were sold with only a top layer of good quality, and tinned fruit had too high a proportion of liquid. Buying prices appeared to vary throughout the country but by keeping on good terms with one's suppliers and following the market prices one could learn to buy best at fair prices.

Pay Quickly

Goodwill between suppliers and catering managers was essential and was more likely to exist where there was quick payment of accounts. There were only few firms of suppliers who would not appreciate weekly payments and thus provide better service and discounts. In Mr. Matthews' opinion an efficient catering manager could save up to five per cent by paying bills weekly rather than monthly, and this was quite a considerable saving in a year.

"Complacency in the manager", said Mr. Matthews, "was often the reason for high prices in the canteen." It was one's duty to one's customers and one's firm to keep prices reasonable.

Miss McCullough gave a second talk during the week-end on how to improve custom and sales. She spoke of the many reasons for people not eating in the canteen. People who could not afford it, elderly folk who might have difficulty with their teeth, married women always rushing to do their shopping, slimmers, those who did not like the meal one day and never returned, youngsters who spent their money on other things and got by on a plate of chips. All these people, she said, could be attracted to the canteen in one way or another. One should provide a quick snack counter for those in a hurry, low calorie meals for slimmers, cheaper lunches for youngsters, etc.

Canteen menus and facilities should be well publicised throughout the factory and in the staff magazine, recommended Miss McCullough. New workers could well be introduced to the canteen by supplying them with a free meal on their first day. People should be asked their reasons for not eating in the canteen, and these reasons together with complaints of all kinds should be investigated by canteen committees made up of the employees themselves so that they really feel that they have a say in its policy. Special meals served occasionally could serve as a fillip to custom. "But, above all", said Miss McCullough, "sell yourself and make the canteen part of the factory."

Admiration was aroused when delegates heard Mrs. M. I. Goddard speak of her firm's policy on catering. The management of *Provincial Insurance Co. Ltd.* believed in all the things advocated by the speakers throughout the weekend. **Next month's issue of this journal will deal with this more fully.**

CANTEEN ADVICE BUREAU

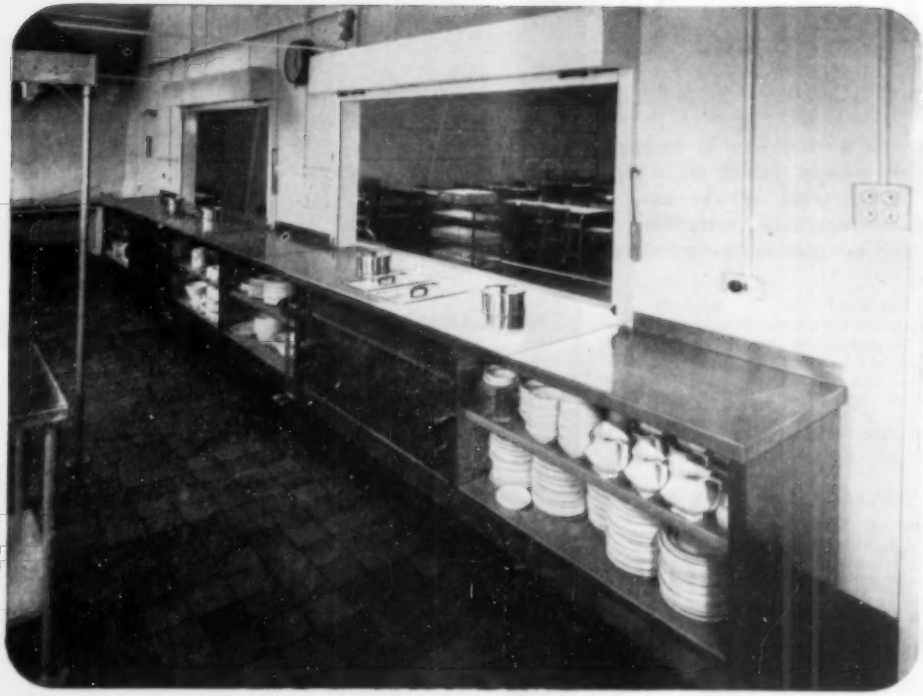
Crockery And Cutlery Losses

The amount of money which we regularly have to spend on the replacement of broken crockery and also of lost articles of cutlery seems to be rather high and we should therefore welcome any suggestions to minimise the cost of renewals and replacements. (J. S., Dundee.)

SO far as breakages are concerned it is advisable to have a good canteen lay-out which reduces bottle-necks and jamming points. There should be enough space too for the collection, the washing-up and the stacking of crockery. There should also be enough staff to cope with the work so that over-hurrying is avoided. There is just as much need for working to a system in the wash-up as in any other department. The use of a mechanical dishwasher will greatly help to reduce breakages which are so common in hand washing-up. A sufficiency of crockery is probably the best answer to the rush period when care is so often sacrificed to speed.

Lost articles of cutlery sometimes find their way into swill and refuse bins and this is due to carelessness on the part of the staff, but in most canteens lost articles of cutlery implies pilfering by the canteen customers.

Standards vary in industry as elsewhere but it is doubtful indeed if there are many establishments where a deposit charge for cutlery would be the right line of approach. It is possible to have your cutlery and tableware stamped with the name of your firm for a nominal charge, and this is probably an effective deterrent but the best and surest plan is to devise a scheme for the collection of used articles of cutlery which would reduce the opportunity to pilfer.



A New Canteen for Addis Ltd. of Hertford by **Bartlett**

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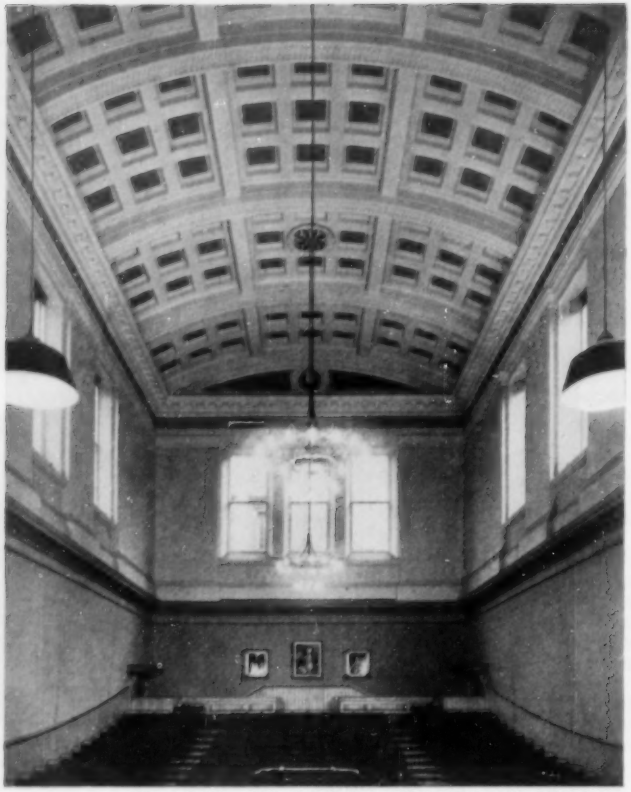

Photo: Courtesy of the Reid College of Music, University of Edinburgh. J. Hamilton Esq., Master of Works, University of Edinburgh

Don't turn a deaf ear

to sound advice!

In a concert hall *every* instrument is important. Strings, woodwind and percussion alike, have all to carry out the composer's intentions. If there's an irritating echo or sound distortion due to bad acoustics, the offending hall is likely to find itself without a conductor, an orchestra and an audience. Fortunately, concert halls can be made acoustically right without either great expense or lengthy inconvenience. The answer, as in the hall illustrated here, is to have Acousti-Celotex tiles. Easily installed they can be painted to fit in with any decorative scheme without impairing their efficiency. Consult your regional Acousti-Celotex Distributor for full details.

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New Industrial Equipment

EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Cleaning

A MAIDEN'S PRAYER

THIS is the first ever man-riding scrubbing and drying machine to be produced in this country. It has been produced to alleviate the concern shown over the risk to life and limb arising from ill-kept and greasy floors in industry. It performs two functions simultaneously, scrubbing away the dirt and then lifting it from the surface of the floor so that it is left clean and dry.

Battery-powered and, therefore, free from the many dangers of trailing cables, this machine can be operated without impeding production. The operator sits astride the machine with all the controls to hand. Clutch and brake levers are mounted on the steering handlebars. Hydraulic valves control the pressure

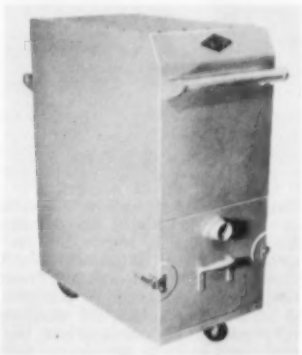
exerted when the brushes are in use, and facilitate brush changing.

The detergent and water mixture is gravity fed through a sprinkler system immediately ahead of the rotating brushes. As the machine passes over the scrubbed area of the floor, the dirty water is piled up by trailing squeegee rubbers attached to the suction bar at the rear and sucked up vertically into the sludge receiving tank. This suction system is so effective that the clean floor is dry within seconds of the machine's passing. **(PM/1034.)**

NO CLOGGING

FINE powder has the tendency to clog the average vacuum cleaner. But this presents no problem to this new machine due to the automatic self-cleaning action of the filter. With it, the air flows freely and unrestrictedly through a vertical filter which is constantly agitated and completely eliminates any possibility of clogging. Glass, swarf or metal fragments are discharged direct into an easily removable metal bin preventing damage to the filter unit.

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions — preferably accompanied by an illustration suitable for reproduction — of new products.

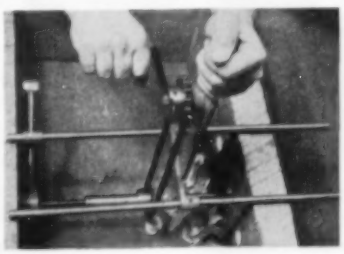


The multi-stage turbo-exhauster, three-quarter h.p. Universal motor and automatic filter unit are enclosed in a steel container, giving greater rigidity and preventing damage by even the most careless operator. Being compact (only 39 in. high) and mounted on two 7-inch rubber tyred wheels and a swivel ballbearing castor, it can easily be wheeled between gangways with a minimum of effort. Floors, walls, trusses, fluorescent fittings, pipes, beams can all be cleaned easily and the model can be instantly converted for blowing and for spraying. **(PM/1035.)**

Efficiency Aids

FOR AWKWARD ANGLES

THIS tool is said to be the saviour to those who have to bore holes in inaccessibly placed joists. By turning the handle after the guide bars are lined up



the bit is fed towards the joist. Immediately the bit starts cutting, the self-feeding device, which can be regulated, comes into operation. The length closed is 12 in. over the bit and wood boring bits up to 1½ in. fit direct into the main spindle. A three-jaw chuck can be supplied to take twist drills for drilling metal. **(PM/1036.)**

MINIATURE BLOWLAMP

USEFUL as an addition to tool kits is this new miniature automatic blow lamp. It weighs only 7 ounces and is 5½ inches high. It is constructed of solid brass tube without soldered joints and can be safely carried in the pocket. The lamp gives a small but hot flame and is therefore ideal for delicate jobs such

as glass bending and drawing, and for awkward corners. Burning methylated spirit, the flame is neutral and will not oxidise or blacken the surface of the work. Where the use of a soldering iron is necessary, it is just right for pre-heating the job to ensure an easy, clean run of solder. **(PM/1037.)**

ECONOMY SPRAY GUN

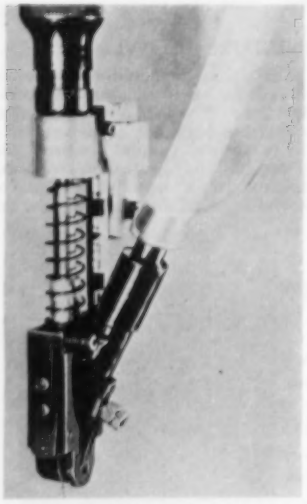
FORTY per cent. savings in material is claimed for the "Jzet" low pressure compressor and spray gun which enables mist-free spraying. When in use the minimum of masking and protective clothing is necessary and through the absence of mist, the health of the operator is protected by considerable improvement in working conditions. The quantity of paint can be regulated and the media

reaches the surface in the correct consistency.

By the use of the appropriate needle and nozzle the equipment is suitable for the application of all sprayable products—cellulose and glycerophthalic lacquers, varnishes, oil paints, chemical products, liquid greases and oils, viscous products and plastics, etc. The equipment is portable and is particularly suitable for spraying in confined spaces or, for example, in the painting of a room while curtains are hanging. **(PM/1038.)**

POWER SCREW-DRIVING

PNEUMATICALLY fed screws from a source supplying 5-8 hours' work are the feature of this new power, portable, screw-driving unit. Where screw-driving operations previously required two operators only one is now necessary. The screws are driven four times faster than manually, and considerably faster than with a power driver without automatic feed. As each screw is driven home



the next is fed through and instantly positioned for driving.

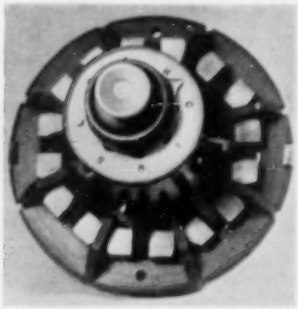
Any standard slotted screw up to 1¼ in. long and from .10 in. to .250 in. diameter can be handled. Where special screws are considered suitable, information and advice can be given. Known as the "Pneuma-Serve", this driver can feed screws at any angle—upwards, downwards, horizontally or anywhere in between. **(PM/1039.)**

Security

FOOLPROOF SWITCH

BASED on the combination principle this device has been designed as a security switch for vehicles and machines. Known as the "Allo-Switch" it can be set by the motorist himself and is simple, yet robust and foolproof. It is purely mechanical, since although it controls an electrical circuit, it does not rely on electricity to operate it.

In a car or lorry it can be fitted unobtrusively to the dashboard and if



tampered with, or if the wrong combination is applied, either the horn or other warning device is sounded or the fuses are blown. It can be fitted easily, with the minimum of alteration to the existing electrical system of the vehicle. Once fitted the switch is completely enclosed, making it impossible for an unauthorised person to inspect the wiring.

Although particularly suitable for cars, lorries, motor cycles, etc., it can also be used as a safety switch for machinery, thereby preventing unauthorised use or incorporated in locks for safes. With a little adaptation it can be made into an efficient burglar alarm for homes, shops, offices or factories. **(PM/1040.)**

Safety

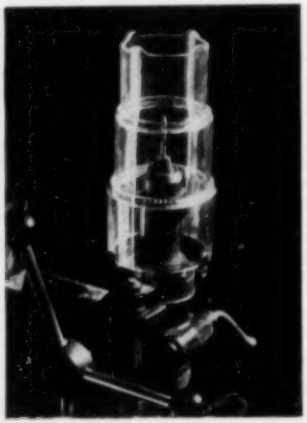
HELMET AND CAPE

DANGER of injury to maintenance workers from flying particles, acid and other corrosive sprays has now been eliminated by this new protective helmet. Both the outer shell and face shield are made of a rigid material which is chemically resistant, non-inflammable and highly

resilient, and the acid-proof cape is made of PVC coated fabric. The helmet and cape ensure that the wearer is adequately protected against the hazards encountered in every chemical factory. **(PM/1041.)**

TELESCOPIC DRILL GUARD

TO satisfy the demand for a simple, efficient drill guard which could be attached to small drilling machines used for repetition work, this new telescopic guard has been designed. It is made of

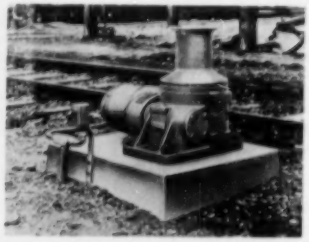


tubular Perspex which does not split when in use. Completely foolproof, it protects the operator from eye injuries and, in many cases, eliminates the necessity of using a safety goggle. **(PM/1042.)**

Handling

MULTI-PURPOSE CAPSTAN

THE Lo-Hed electric capstan has been developed primarily to provide a simple, inexpensive alternative to the use of a locomotive for shunting waggons on sidings, at factories, pit-heads, etc.; but



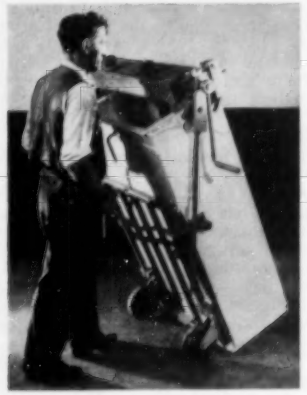
there are many other uses of this capstan, including pulling skids or heavy industrial equipment, hauling fixtures and products in straight-line assembly, kiln cars, bending pipe, dragging timber over ground, shore landing of boats, etc. It can be used for pulling anything that will roll or slide, on the level or up inclines and around curves or corners.

An important feature is the unobstructed vertical barrel which allows

free handling of the rope from any angle. It is also self-contained above ground level so that there is no necessity for excavating a large hole to accommodate any machinery underground. It is fully weatherproof, only 1 ft. 9 in. high, and its starting pull is 5,000 lb. **(PM/1043.)**

BALING MADE EASY

WHEN floor space is one of the most valuable commodities any effort to make existing space more productive is welcome. This portable baler collects waste scrap and compresses it into bales of uniform shape and size which stack easily and tidily. Fire hazards are immediately reduced, working conditions are cleaner and pleasanter and there is more working space. Only one operator is required to operate the baler which is easy to load and only takes up 8 square feet of floor space when not in use. **(PM/1044.)**



EARTH SHIFTER

WHAT is claimed to be the fastest mobile excavator in the world was recently introduced to the English market. At a demonstration it excavated five cubic yards of material from a trench 10 ft. by 6 ft. deep and 28 in. wide.

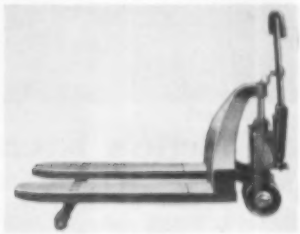
The fully slewing excavator unit can be mounted on a variety of chassis. Various

pieces of equipment can be added to adapt the use of the excavator and all can be carried on it. It can be converted from crowd shovel to backacter or vice versa in 20 minutes. Equipment includes a power operated grab of standard capacity of 14 cubic feet with other grabs of 25 cubic feet for coke handling. Backacter buckets to give a trench width from 12 in. to 28 in. to a depth of 7 ft., the larger bucket with a capacity of ¾ cubic yards, also being used for skimming. It can also be used as a crane of 2-ton capacity with a maximum radius of 11 ft. 9 in. and a lifting height of 13 ft. 6 in. **(PM/1045).**

VERSATILE TRANSPORTER

THIS specially produced Portapal will lift and transport not only 2-way and 4-way single-faced pallets, but also the type of stillage which is normally transported by jack truck. The minimum height of this transporter is 3¼ in. and has a lift height of 6 in. It is believed to be the only dual purpose 1-ton transporter of its type and it is capable of introducing great economy of operation.

Due to the fact that the pump has no



glands below the oil line it cannot leak and this feature will be of particular interest to users in those industries which are concerned with the question of floor cleanliness. **(PM/1046.)**

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Precautionary examination, in this case by X-ray, is frequently given.

Gillette's Keen Edge Of Welfare

"Efficiency through content" was the motto of King C. Gillette. In keeping with this tradition is the new medical centre at the firm's Isleworth factory which is described in this article.

ONE company which has had a very long tradition of caring for its employees is *Gillette Industries Limited*, where a new medical department has just been opened at its works at Isleworth on the Great West Road. It has been designed to conform to King C. Gillette's idea of a Gillette factory as "an industrial palace of light and beauty." "For", he said, "economy and efficiency are not alone in machines, but can be found in contented workmen and the pleasure which is theirs in beautiful surroundings."

The new medical department is staffed by a doctor, assisted by a sister-in-charge and four other state registered nurses.

The medical officer's responsibilities extend to the smaller Gillette factories at Farnborough and Reading which he visits regularly every week. At the Farnborough factory, a state registered nurse is in constant attendance, whilst at the Reading factory there is a qualified first-aid worker. For each of these two factories, a local doctor is on call during working hours.

The manufacture and handling of razor blades might be expected to result in many minor casualties. This, in fact, is not the case and the Gillette records show a very low accident frequency rate ; for the year 1953-4 it was 0.301.

The medical officer deals not only with accidents but with the general health of employees. In fact, his duties cover many aspects of the industrial activity of the firm, apart from the immediate treatment of medical and surgical emergencies.

Among these duties are the examination and continued observance of persons returning to work after an illness or accident and the supervision of the disabled persons employed at Gillette factories. He advises the management regarding the working environment in relation to health, accident prevention and health supervision of employees with special reference to young persons, married women and elderly persons. His responsibilities extend to the medical inspection and dietary control of the canteens ; ventilation, heating, lighting and hygiene of the entire premises ; and the training of selected personnel and first-aid men.

In particular, all security officers are given first-aid training and every lorry has its first-aid outfit. Every driver is medically examined every year to ensure that there is no loss of efficiency which would make him a danger to himself and others.

The medical officer also advises employees on *all* health matters. As a result of this policy, there has been a steady decline in the number of man-hours lost through sickness and an equally steady increase in the annual turnover of patients reporting to the medical department which, in 1953-4, reached the figure of 20,000. In view of the fact that the Gillette factory employs 2,300 people, including 1,531 factory operatives, this is a high tribute to the utility and efficiency of the medical centre.

The new medical department, which is entirely self-contained and easy of access, comprises a waiting room, a fully equipped surgery with X-ray apparatus of the most modern design, a room for the medical officer, a records room, three single wards, a nurses' room and a dispensary. Facilities are provided for the attendance of a chiropodist once a week and a qualified physiotherapist twice a week.

The colour scheme of the medical department has been specially selected by the medical officer. The surgery is painted off-white, the waiting room and the nurses' room are decorated in pale pink and the wards in pale green, each room being equipped with adjustable Venetian blinds. The scheme has been chosen because a cheerful colour is considered most suitable for a waiting and a rest room, while the cool green of the wards has been found to be the most restful colour for patients to recover.

The company has for many years maintained permanent reservations at a hotel in Teignmouth in Devonshire for convalescents, who go there on the recommendation of the medical officer and are then under the care of a local doctor who is in touch with the company's doctor.

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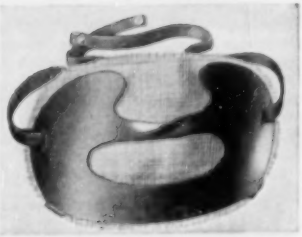

MANAGEMENT BOOKSHELF

Our Youth

Citizens of Tomorrow: A Study of the Influences Affecting the Upbringing of Young People. *Odhams Press Ltd., for the King George's Jubilee Trust.* 142 *pp.* 3*s.*

RECENT public concern about the effect of current conditions on the well-being of the young urged the King George's Jubilee Trust to take on itself the preparation of a broad survey of those influences, both good and bad, conscious and unconscious, which affect boys and girls growing up in Britain to-day. This report, which has now been published, also includes an assessment of the work for young people which is going on and of the needs which remain to be met.

Four working parties were set up to consider the four periods of influence under consideration. They were the period of full-time attendance at school; the period after leaving school (influences of employment); the period after leaving school (influences of leisure), and the period in the Services. The report emphasises the importance of the influences common to young people at all stages of their development—such as the influence of home, parents and religion, but considers the influence of parents to be the most profound and enduring.

Of the many recommendations made it urges the fostering in pupils by schools of a responsible attitude to work, seen in the contribution to the health, wealth and happiness of the community—and not as a life sentence to be served under duress. It also proposes that there should be closer co-operation between parents and teachers; that the Youth Service be further developed by additional funds; that parents, teachers and employers be encouraged to appreciate the purpose and potential value to the individual of National Service; that increased provision be made for the further education of boys and girls between the ages of 15 and 18 by the introduction of county colleges where appropriate.

Considerable research has gone into the presentation of this report which deserves to be read by the widest possible public of which every member is responsible for the upbringing of these young people.

Re-assessment

Personnel Management—Its Scope and Practice. *By C. H. Northcott. Sir Isaac Pitman & Sons Ltd, price* 30*s.*

THIS is the third edition of one of *the* text-books on the subject, but at least two-fifths of this edition is new material. Developments in the world of personnel management are reflected in the altered emphasis, the book now having been divided into two parts, one dealing with Principles and the other with Practice. In addition, six new chapters have been included and the single chapter on wages has been expanded into three. Up-to-date material has been incorporated into other chapters and the general argument reviewed and recast.

The result has been to bring three major activities of personnel management into clearer focus, namely, organisation and policy, wages and industrial relations. Other subjects dealt with include scope and duties of a personnel department, incentives in industry, selection and training, health and safety and industrial relations in practice.

Jobs For Veterans

Earning Opportunities for Older Workers. *Edited by W. Donahue. Michigan University Press. London: Cumberlege.* 36*s.*

THIS book considers the present day barriers to continued employment of middle-aged and older men and women. Management, unions and government officials discuss solutions to the problems of employment security, workmen's compensation, pension and insurance costs, and effective utilisation of older workers.

The aging worker is assessed with regard to changing capacities and skills, health, motivation, and need for advice and retraining and the feasibility of continued employment and flexible retirement practices. The problem of the older woman in employment receives special attention. The second half of the book is concerned with practical considerations and illustrations of methods for adapting jobs to fit the abilities of aging workers and creating opportunities for older people who want and need employment but are no longer able to find it. Emphasis is placed upon what the individual can do for himself and what the community, business and government can do to help.

Consideration is given to the subtle but important difference between making a life and making a living. It is predicted that to-morrow's old people will not be the unwanted, unemployed group of the past, but will be healthy, respected, active, guiding members of our communities.

The book takes the form of a symposium of papers originally presented to the University of Michigan under the heads: Living Through the Older Years, Planning the Older Years, Growing in the Older Years, Rehabilitation of the Older Worker, and Housing the Aging.

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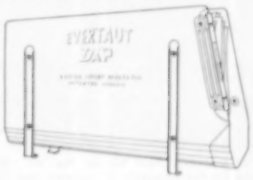

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GENERAL

Accidents—How They Happen and How to Prevent Them. October. *H.M.S.O.* 1s.

Benzene Vapour. Methods for the Detection of Toxic Gases in Industry. Leaflet No. 4. 2nd Edition. Published by the Department of Scientific and Industrial Research. *H.M.S.O.* 1s.

Choice of Careers, New Series, No. 67. Banking. Published by the Ministry of Labour and National Service. *H.M.S.O.* 1s.

Choice of Careers, New Series No. 21. Foundry Craftsmen. The Patternmaker. 2nd edition. Published by the Ministry of Labour and National Service. *H.M.S.O.* 1s.

Education for Business Leadership. Role of the German "Hochschulen." By H. Hartmann. June, 1955. Published by European Economic Co-operation Organisation. *H.M.S.O.* 6s.

Friendly Societies, Report for the year 1954 of the Chief Registrar of. Part 4, Trade Unions. *H.M.S.O.* 2s. 6d.

Labour Gazette. Vol. LXIII, No. 10. October, 1955. Published by Ministry of Labour and National Service. *H.M.S.O.* 1s. 6d.

Report on the Enquiry into the Effects of National Service on the Education and Employment of Young Men. Published by the Ministry of Labour and National Service. *H.M.S.O.* 9d.

Safety Measures in Chemical Laboratories. 2nd edition. Published by Department of Scientific and Industrial Research. *H.M.S.O.* 1s. 6d.

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 752. Wage Rates of County Council Roadmen in England and Wales. Claim: For an increase in wages. **Award**: Claim established. Basic rates of roadmen concerned increased by 2½d. per hour. Effective from 27/7/55. (27/9/55.)

No. 753. Observance by an Engineering Firm in London of Certain Recognised Terms and Conditions of Employment. Claim: Whether the employers should observe in respect of their engravers the terms and conditions of employment laid down in specified agreements in the printing industry. **Award**: Claim established that the company shall observe the aforesaid terms and conditions of employment. Effective from 1/1/55. (29/9/55.)

No. 754. Date from which an Increase in the Wage of a Particular Worker Employed by the Dundee Corporation Should Operate. Claim: That a particular worker should be paid retrospectively from the date on which the claim for an increased wage was made. **Award**: Wage increase effective from 24/3/55. (30/9/55.)

No. 755. Rates of Pay and Conditions of Service of Clerical, Supervisory, Administrative and Technical Staff Employed by Certain Road Passenger Transport Undertakings in the West of England. Claim: For certain specified rates of pay and conditions of service. **Award**: Claim not established but claim relating to holidays and sick pay referred for further negotiation. (6/10/55.)

No. 756. Tool Allowance for Woodworkers Employed by Imperial Chemical Industries Ltd. Claim: For a tool allowance of 2s. per week. **Award**: Claim established for woodworkers who provide and maintain their own tools. Effective from first pay week in November, 1955. (6/10/55.)

No. 757. Rates of Wages of Certain Workers Employed by a Firm of Motor Car Body Builders at Newport Pagnell. Claim: For increases in wages in accordance with those provided under Industrial Disputes Tribunal Award No. 719. **Award**: Claim established with effect from 12/10/55. (12/10/55.)

STATUTORY INSTRUMENTS

No. 1542. The Superannuation (Transfers between the Civil Service and Local Government) Amendment Rules, 1955. Dated October 4, 1955, made by the Lords Commissioners of Her Majesty's Treasury, the Minister of Housing and Local Government and the Secretary of State under sections 2 and 15 of the Superannuation (Miscellaneous Provisions) Act, 1948 (a). *H.M.S.O.* 6d. Amends the Superannuation Rules, 1950, which provide for interchange of superannuation rights between pensionable civil service employment and pensionable local government employment.

No. 1546. The Superannuation (Local Government and Public Boards) Interchange (Amendment) Rules, 1955. Dated October 6, 1955, made by the Minister of Housing and Local Government under sections 2 and 15 of the Superannuation (Miscellaneous Provisions) Act, 1948 (a). *H.M.S.O.* 6d. Amends the Superannuation Interchange Rules, 1949, which provide for interchange of superannuation rights between pensionable local government employment and pensionable employment under a public board.

No. 1555. The Ready-made and Wholesale Bespoke Tailoring Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1955. Dated October 10, 1955, made by the Minister of Labour and National Service. *H.M.S.O.* 4d. Amends the Ready-made and Wholesale Bespoke Tailoring Wages Council (Great Britain) Wages Regulation Order, 1953 (Order R.M. (58)), by increasing the statutory minimum remuneration fixed by those Orders.

INDUSTRIAL COURT AWARDS.

No. 2576. Mastic Asphalt Industry. Potmen, Mixermen and Chargehands—Rates of Pay—Claim for Increase. Reference: That the increase of 2½d. per hour granted to craftsmen on 18/4/55 should also apply to potmen and mixermen, and that there should be an additional increase of 2d. per hour on the chargehand rate over and above that granted to other classes of labour. **Award**: Claim not established. (12/8/55.)

No. 2577. Gas Industry. National Joint Council for Gas Staffs—Employees on Duty in Showrooms on Saturday Afternoons—Claim for Compensatory Payment. Reference: To determine the difference between the Employers' Side and the Staffs' Side of the National Joint Council for Gas Staffs, as to whether or not some compensatory payment should be made to staff employees who are required to work in showrooms on Saturday afternoons when such showrooms have not previously in the normal course of events, been opened on Saturday afternoons. **Award**: Claim not established. (22/8/55.)

No. 2578. Government Industrial Establishments. Ministry of Transport and Civil Aviation—Male Telephone Operators—Rates of Wages—Claim for Increase. Reference: That male telephone operators employed by the Ministry of Transport and Civil Aviation be paid the scale paid to Post Office male telephone operators. **Award**: Claim not established. (29/8/55.)

No. 2579. Railway Shopmen. Grades in Schedule No. 2, Groups 1 and 2 of the agreement dated 25/5/48—Claim for Allowances. Reference: To determine the claim of the Employees' Side of the Railway Shopmen's National Council that in addition to the grades to which the Outdoor Machinery Allowances are at present paid, an allowance of 6s. per week should be paid to grades in Schedule No. 2, Groups 1 and 2 of the agreement dated 25/5/48, and of 4s. per week to grades in the remaining groups of Schedule No. 2 of the same agreement. **Award**: Claim not established. (29/8/55.)

CIVIL SERVICE ARBITRATION TRIBUNAL AWARDS

No. 292. Certain Yard Craft Officer Grades Employed by the Admiralty. Claim: For increased annual leave allowances. **Award**: Claim not established. (28/9/55.)

No. 293. Engineering, Motor Transport, Supplies and Factories Grades of the Post Office. Claim: For an increase in pay with retrospective effect. **Award**: Claim established with effect from 1/7/55. (6/10/55.)

No. 294. Telephonists (Male). Claim: For an increase in pay with retrospective effect. **Award**: Claim not established. (12/10/55.)

No. 295. Chief Photoprinters, Assistant Chief Photoprinters, Photoprinters Grade I and Grade II and Reproduction Assistants. Claim: For a reduction in conditioned hours. **Award**: Claim not established. (20/10/55.)

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APPOINTMENTS

SIR GODFREY INCE, Permanent Secretary to the Ministry of Labour and National Service, is retiring from the Civil Service in January. He will be succeeded by **SIR HAROLD EMMERSON,** Permanent Secretary to the Ministry of Works.

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Sir Godfrey, who is very well known and liked in management circles, is 64. He entered the Ministry of Labour in 1919 as an assistant principal and his ability was marked by steady promotion; he was made a K.B.E. in 1943. Perhaps his outstanding achievement was his control of the vast changes in manpower during and after the war. Under his direction millions of men were moved into uniform and out of it with hardly a trace of friction.

MAJOR-GENERAL J. S. LETHBRIDGE has been appointed Regional Director for Civil Defence for the South West Region. In view of this appointment, he has resigned as President of the Society of Industrial Civil Defence Officers, feeling that he cannot hold a senior appointment in the Home Office whilst at the same time holding office in the Society.

The Minister of Pensions and National Insurance has appointed **SIR RICHARD SNEDDEN, C.B.E.,** to be a member of the National Insurance Advisory Committee in place of Sir John S. Boyd, LL.B. **PROFESSOR J. K. CHARLESWORTH, Ph.D., D.Sc., SIR ALFRED ROBERTS, C.B.E., J.P.,** and **MR. H. W. TOWNLEY, O.B.E.,** have been reappointed to the Committee for a further term.

SIR HERBERT MANZONI has been elected chairman of the General Council of the British Standards Institution. He has been associated with the activities of the institution for 20 years and until recently was chairman of its Building Divisional Council.

SIR ROGER DUNCALFE, chairman of *British Glues and Chemicals Ltd.*, has been elected president and **MR. JOHN RYAN,** vice-chairman of the *Metal Box Co. Ltd.*, vice-president.

The following have been appointed members of the Northern Ireland Development Council which has been set up to promote new industries and to reduce unemployment:—

JAMES CRAWFORD (general president of the National Union of Boot and Shoe Operatives and member of the General Council of the British Trades Union Congress).

H. J. CURLIS (district organiser, National Union of General and Municipal Workers).

CAPT. R. C. M. DUCKWORTH, R.N.

COLONEL S. G. HAUGHTON (chairman, *Messrs. John Kelly Ltd.*).

S. C. LESLIE (head of Information Division, H.M. Treasury).

SIR EWART SMITH (director, *I.C.I. Ltd.*).

W. J. P. WEBBER (general secretary, Transport Salaried Staffs Association and member of the General Council of the British Trades Union Congress).

School For Citizenship

(Continued from page 351)

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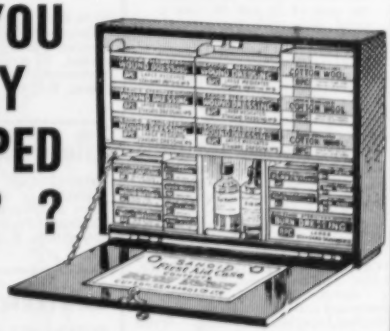

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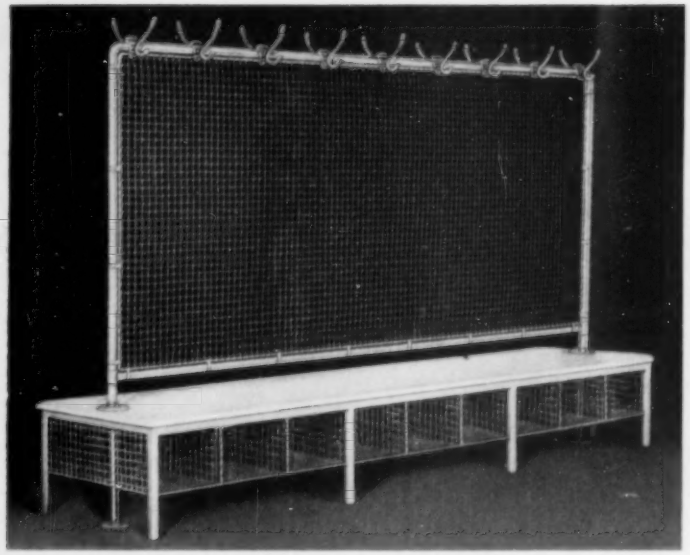

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Double-breasted Crossover Overall with button fastening. Tailored in Rayon, Satin Drill and White Poplin.

PATSY

Tailored overall featuring tucked bodice and fly front skirt fastening, in white and pastel-shaded poplins.

The Bonnie Blue Co

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LONDON, E.C.4
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when it's a question of safety the eyes have it

Complete protection for the eyes, when welding or grinding, is afforded by these 'Pulsafe' goggles. The Chance 'Protex', Protal, Crookes, Calorex or Blue lenses are proofed against pitting with plastic cover lenses, both inside and out. 'Triplex' safety lenses are used for the grinding version. The eyecups are of Nylon and unaffected by sterilisation. Of the greatest importance is the absolute comfort for the wearer with eye-cups made to conform to the face contours and only the broad rolled edges contacting the skin. Other features are adjustable nose-bridge, and all metal parts anodised against corrosion.

Weight of complete goggles is 3 ozs.

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We will gladly send you a specimen of this product for your examination.

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